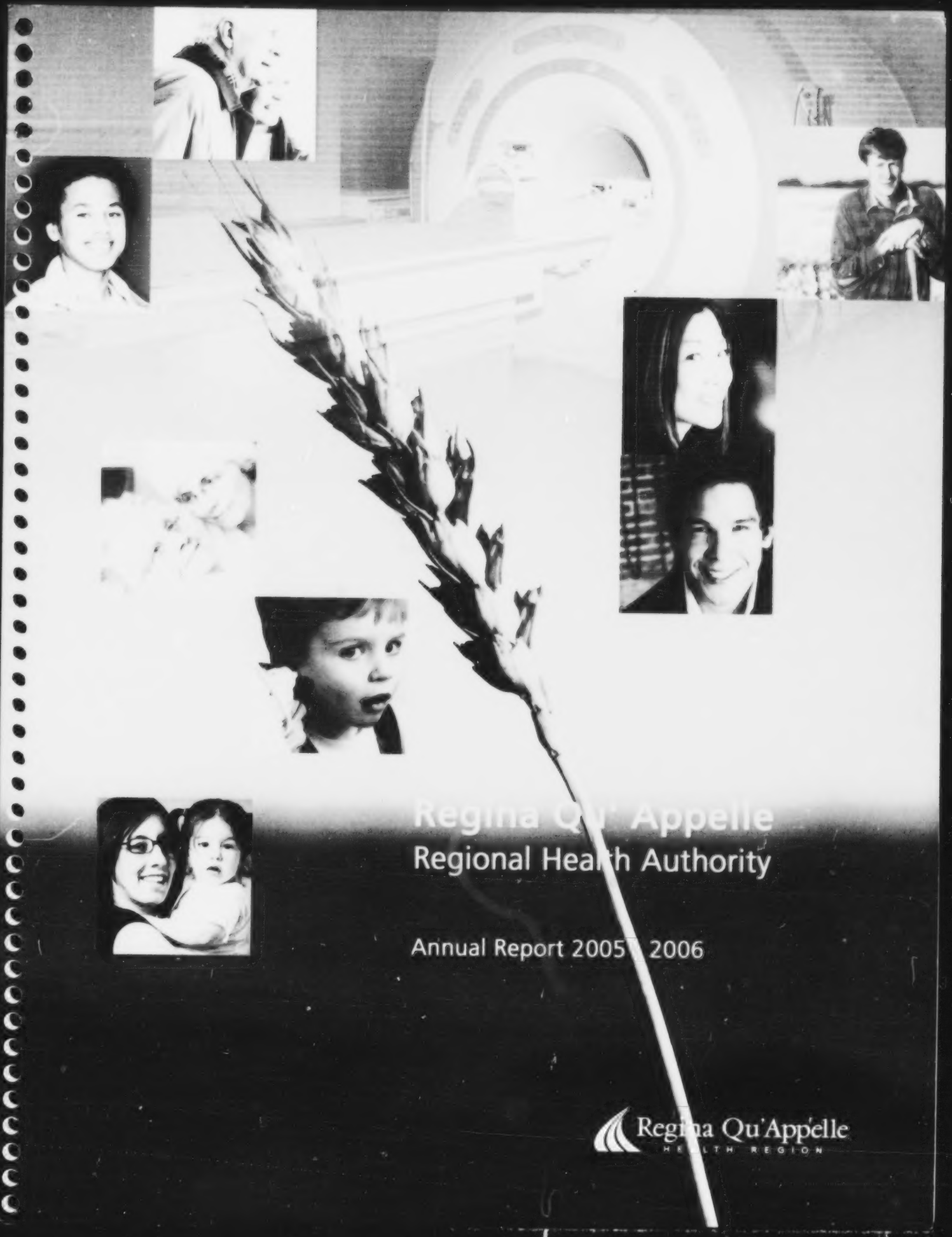


Regina Qu'Appelle Regional Health Authority

Annual Report 2005 - 2006

Regina Qu'Appelle HEALTH REGION

Thanks to Dr. Derrick Larsen, Executive Director, RQHR Research and Performance Support and Val Lusk, Executive Director, RQHR Finance for management of the 2005-2006 RQHR Annual Report.

2007-00051

TABLE OF CONTENTS

Letter of Transmittal	4
Regina Qu'Appelle Health Region: Committed to the People We Serve	5
Our Region: Strengths and Challenges	21
2005-06 Results at a Glance	31
2005-06 Performance Results	35
Financial Summary	55
Future Outlook/Emerging Issues: Improved Access and Better Health Outcomes	57
Management Report	58
Auditor's Report	59
Financial Statements	60
Notes to the Financial Statements	67
Governance and Transparency: Establishing a Trustworthy and Accountable Organization	84
Performance Management Summary (Indicator Tables)	88
Appendix	
Appendix A: RQHR Facilities in Square Feet	97

To view the Regina Qu'Appelle Regional Health Authority Annual Report visit www.rqhealth.ca.

LETTER OF TRANSMITTAL

The Honourable Len Taylor
Minister of Health
Room 346, Legislative Building
2405 Legislative Drive
Regina, SK S4S 0B3

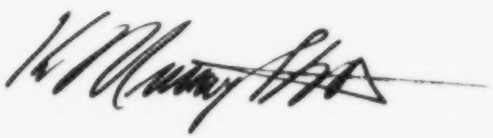
The Honourable Graham Addley
Minister of Healthy Living and
Minister Responsible for Seniors
Room 345, Legislative Building
2405 Legislative Drive
Regina, SK S4S 0B3

Dear Mr. Taylor and Mr. Addley;

On behalf of the Regina Qu'Appelle Regional Health Authority, I am pleased to submit the 2005-2006 annual report. This report is submitted in accordance with the requirements of *The Regional Health Services Act* and *The Tabling of Documents Act*.

The Health Region continues to remain focused on Saskatchewan Health's vision of *"building a province of healthy people and healthy communities"* and is committed to providing quality, accessible health services for the people it serves.

Respectfully Submitted,



K. Murray Knuttila
Chairperson
Regina Qu'Appelle Regional Health Authority

REGINA QU-APPELLE HEALTH REGION: COMMITTED TO THE PEOPLE WE SERVE

The Regina Qu'Appelle Health Region's (RQHR) focus is to provide accessible, quality health care for the people it serves. The foundation of this focus is the governance and strategic framework that will lead the region over the next five to 10 years.

The Region provides specialized health care for 465,000 residents in southern Saskatchewan through the two designated provincial hospitals in Regina. The RQHR is one of Canada's most integrated health providers. It offers a full range of hospital, rehabilitation, community and public health, long term care and home care services.

The RQHR is ultimately accountable for the overall management and control of the health region. It has accountability to the Minister of Health for achieving provincial and regional health goals and objectives of health services.

VISION

Healthy people, families and communities

MISSION

We are a provincial and community provider of a full range of quality health services, education and research that inspires public confidence. We achieve success in meeting the diverse health needs of our communities through the strength of our people, partnerships and personal responsibility for health.

VALUES

Together we succeed through...

Compassion: Our caring approach to people, families and communities.

Respect: Honesty, trust and valuing diversity as well as similarity will guide all relationships, decisions and actions.

Collaboration: Relationships built upon a shared vision, trust, open communication, involvement and genuine recognition for people's and partners' contributions.

Knowledge: Continuous improvement and effective decision-making based on the pursuit of knowledge, evidence, standards of practice and sound ethics.

Stewardship: Accountability for the people and resources entrusted to us, and the courage to do what is right.

PEOPLE PHILOSOPHY

People are our passion. By putting people first we are able to achieve our Mission and fulfill our Vision through a service environment built on mutual respect, collaboration and teamwork. The Regina Qu'Appelle Health Region is working towards practicing our people philosophy consistently and striving to live our values in our everyday worklife.

REGINA QU'APPELLE HEALTH REGION'S OPERATING PLAN - Our Map to the Future

What is the Regional Operating Plan?

The 2004-2009 Regina Qu'Appelle Health Region's Operating Plan is the map that will lead us to our Vision, and our preferred future as a health care organization.

The Operating Plan lays out the steps the RQHR is going to take to achieve its seven Strategic Themes. There are 28 objectives that support the Strategic Themes. The Region has consciously selected these objectives to focus its efforts and resources. They will propel the organization forward on its journey to becoming the health care provider it has envisioned in its Mission. To achieve each of the objectives, there are specific program initiatives that will be undertaken by various areas of the Region.

As each year passes, the objectives may change as program initiatives are completed and goals are achieved. But what will remain constant are our Values, especially our People and Leadership Philosophies.

What do you need to know about our Operating Plan?

Quite simply, you need to know that we have a plan, that it supports our Vision, and that you and your team may have a role in achieving some of our 28 objectives. You are the heart of our organization. Your contribution, everyday, in the provision of quality health care is essential to the Region's success.

What are the objectives outlined in the Regional Operating Plan?

The 28 objectives that support the seven Strategic Themes are:

STRATEGIC THEME 1 - SUSTAINABLE QUALITY SERVICES

Effective service delivery within available resources.

Objectives

1. Develop and implement quality improvement strategy.
2. Align service delivery with available resources.
3. Asset and infrastructure redevelopment plan.
4. Improve information and business processes to support decision-making and effective resource management.
5. Develop key business and Regional Health Authority partnerships to support investments and cost effective services.
6. Development of consistent practices and the standardization of policies and programming throughout the Region.
7. Continue development and response to emergent population health prevention and intervention issues.
8. Fulfill and refine accountabilities to Minister of Health.
9. Define and implement a long-term vision of sustainable quality service.
10. Improve workplace safety.

STRATEGIC THEME 2 - POSITIVE, INNOVATIVE WORK ENVIRONMENT

Personal pride and accountability that is respectful of all relationships.

Objectives

11. Establish and implement a human resource management plan.
12. Establish and implement a quality workplace plan and strategy.
13. Improve communication to staff at every level.
14. Identify high-risk human resource areas and develop strategies to support.
15. Improve collective bargaining environment and union relationships and resulting outcomes.
16. Redefine and enhance medical leaderships.

STRATEGIC THEME 3 - ABORIGINAL HEALTH

Improve health status outcomes of Aboriginal people through collaboration.

Objective

17. Develop and implement a primary health care plan.

STRATEGIC THEME 4 - PRIMARY HEALTH CARE

Improve health status through supporting individuals and communities in responsibility for their own health through service redesign.

Objective

19. Develop integrated service delivery plan(s) to improve access.

STRATEGIC THEME 6 - KNOWLEDGE, TEACHING AND RESEARCH

Grow as an academic health services organization that supports, creates and applies knowledge.

Objectives

20. Develop information/knowledge plan.
21. Develop and pursue RQHR research priorities.
22. Engaging academic institutions to support and advance the population health agenda.
23. Enhance strategic partnership with academic and learning institutions.

STRATEGIC THEME 7 - CLIENT AND PUBLIC CONFIDENCE

Knowledge and trust that health services are appropriate and meet individual and community needs.

Objectives

24. Positive transfer of Strasbourg health services.
    Note: The objective is already completed. It was decided, after consultation with the community and the Saskatoon Health Region, that the Strasbourg's health services will remain with SHR.
25. Improve rural urban inter-relations and inclusiveness.
26. Develop a reputation management plan.
27. Enhance Senior Management and Executive Director profile.
28. Enhance security and confidentiality of personal health information.

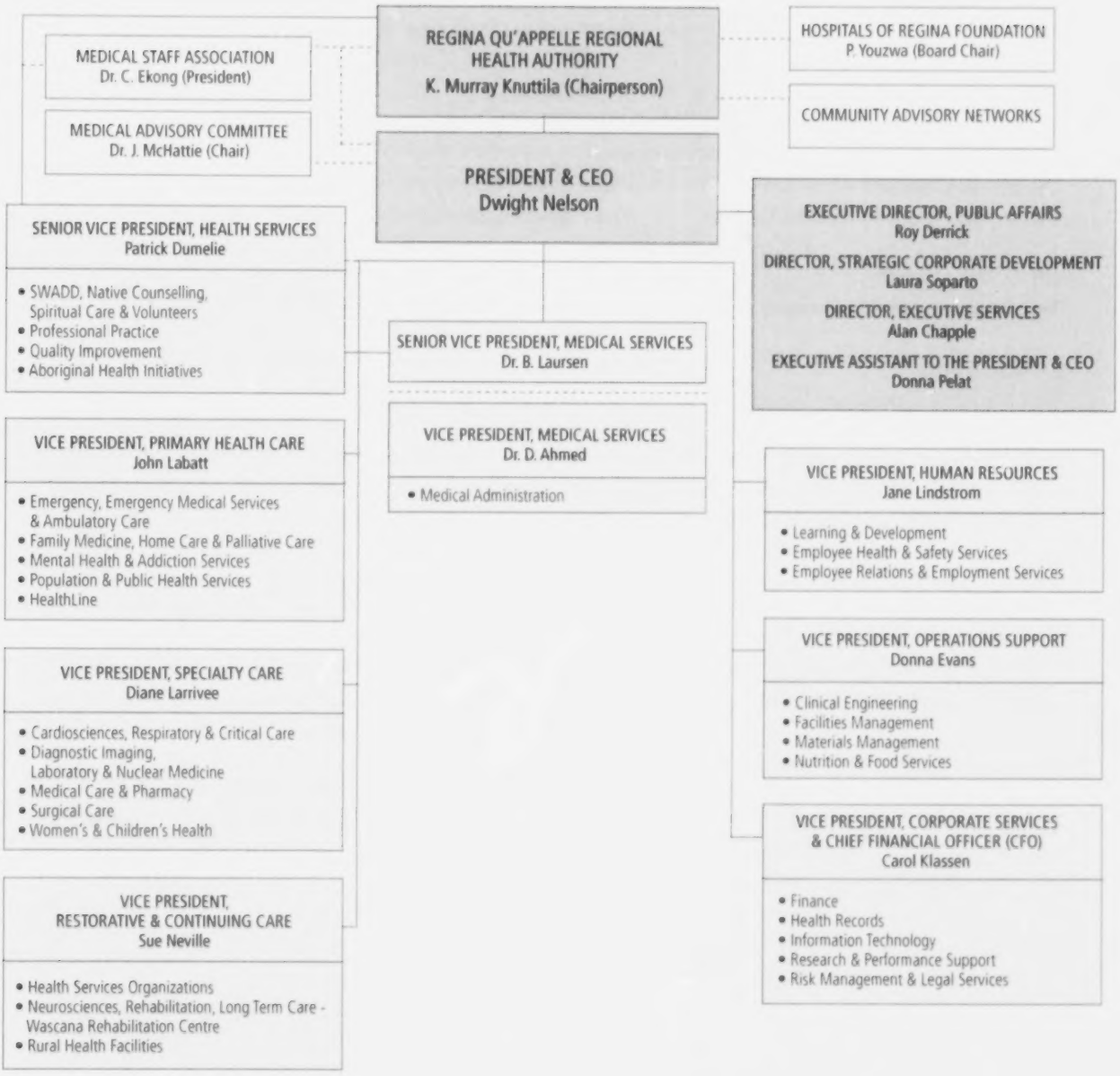
Leadership

Regina Qu'Appelle Health Region

Murray Knuttila (Chairperson)	Tyronne Fisher
Lloyd Boutilier (Vice Chairperson)	Bryan Leier
Anita Bergman	Bev Poitras
J. Patrick (Pat) Connolley	Gary Semenchuck
Loretta Elford	Alex Taylor
Marie Everett	C.R.H. (Chuck) Ward

For biographical and contact information regarding the members of the Regina Qu'Appelle Regional Health Authority, visit our website, www.rqhealth.ca.

REGINA QU'APPELLE HEALTH REGION ORGANIZATIONAL STRUCTURE


REGINA QU'APPELLE REGIONAL HEALTH AUTHORITY
K. Murray Knuttila (Chairperson)
HOSPITALS OF REGINA FOUNDATION
P. Youzwa (Board Chair)
COMMUNITY ADVISORY NETWORKS
MEDICAL STAFF ASSOCIATION
Dr. C. Ekong (President)
MEDICAL ADVISORY COMMITTEE
Dr. J. McHattie (Chair)
PRESIDENT & CEO
Dwight Nelson
EXECUTIVE DIRECTOR, PUBLIC AFFAIRS
Roy Derrick
DIRECTOR, STRATEGIC CORPORATE DEVELOPMENT
Laura Soparto
DIRECTOR, EXECUTIVE SERVICES
Alan Chapple
EXECUTIVE ASSISTANT TO THE PRESIDENT & CEO
Donna Pelat
SENIOR VICE PRESIDENT, HEALTH SERVICES
Patrick Dumelie
• SWADD, Native Counselling, Spiritual Care & Volunteers
• Professional Practice
• Quality Improvement
• Aboriginal Health Initiatives
SENIOR VICE PRESIDENT, MEDICAL SERVICES
Dr. B. Laursen
VICE PRESIDENT, MEDICAL SERVICES
Dr. D. Ahmed
• Medical Administration
VICE PRESIDENT, PRIMARY HEALTH CARE
John Labatt
• Emergency, Emergency Medical Services & Ambulatory Care
• Family Medicine, Home Care & Palliative Care
• Mental Health & Addiction Services
• Population & Public Health Services
• HealthLine
VICE PRESIDENT, HUMAN RESOURCES
Jane Lindstrom
• Learning & Development
• Employee Health & Safety Services
• Employee Relations & Employment Services
VICE PRESIDENT, SPECIALTY CARE
Diane Larrivee
• Cardiosciences, Respiratory & Critical Care
• Diagnostic Imaging, Laboratory & Nuclear Medicine
• Medical Care & Pharmacy
• Surgical Care
• Women's & Children's Health
VICE PRESIDENT, OPERATIONS SUPPORT
Donna Evans
• Clinical Engineering
• Facilities Management
• Materials Management
• Nutrition & Food Services
VICE PRESIDENT, RESTORATIVE & CONTINUING CARE
Sue Neville
• Health Services Organizations
• Neurosciences, Rehabilitation, Long Term Care - Wascana Rehabilitation Centre
• Rural Health Facilities
VICE PRESIDENT, CORPORATE SERVICES & CHIEF FINANCIAL OFFICER (CFO)
Carol Klassen
• Finance
• Health Records
• Information Technology
• Research & Performance Support
• Risk Management & Legal Services

SENIOR MANAGEMENT TEAM

DWIGHT NELSON
President and Chief Executive Officer

PATRICK DUMELIE
Senior Vice President, Health Services

DR. BRIAN LAURSEN
Senior Vice President, Medical Services

DR. DAVID AHMED
Vice President, Medical Services

DONNA EVANS
Vice President, Operations Support

CAROL KLASSEN
Vice President, Corporate Services & Chief Financial Officer

JOHN LABATT
Vice President, Primary Health Care

DIANE LARRIVEE
Vice President, Specialty Care

JANE LINDSTROM
Vice President, Human Resources

SUE NEVILLE
Vice President, Restorative & Continuing Care

Since the region was formed in 2002, the RQHR and Senior Management Team have used strong strategic planning and governance focused on the next five to 10 years. The strategy includes Vision, Mission and Values and People Philosophy, as well as strategic themes. External community groups and RQHR staff and physician groups were consulted in developing the organization's strategic framework. The Region's governance and strategic framework closely aligns with Saskatchewan Health's vision for the province, *"building a province of healthy people and healthy communities."*

MEDICAL ADVISORY COMMITTEE (AS OF MARCH 31, 2006)

Dr. J.D. McHattie (Chair)
Dr. D.S. Ahmed
Dr. E.C. Alport
Dr. F.A. Bowen
Dr. E.F.G. Busse
Dr. G.D. Carson
Dr. N.G. Devitt
Dr. T. Diener
Dr. C.E. Ekong
Dr. M.P. Fink
Dr. T.S. Goh
Dr. D. Jones
Dr. B.W. Laursen
Dr. J.H. Lombard
Dr. J.S. McMillan
Dr. D. Natarajan
Dr. M. Ogrady
Dr. G. Sridhar
Dr. S. Suri
Dr. C. Talukdar
Dr. G. White
Mr. P. Dumelie
Mr. D. Nelson

MEDICAL STAFF ASSOCIATION (AS OF MARCH 31, 2006)

Dr. C.E. Ekong (President)
Dr. M.P. Fink
Dr. G.J. Garbe
Dr. R.P. Knaus
Dr. J.H. Lombard
Dr. J. Rice
Dr. C. Vuksic

The RQHR's strategic framework, in particular the values and people philosophy, have become the guiding force in how the Region conducts itself in all relations with staff, physicians, patients and family members.

A Continuum of Care:

A Diverse Range of Services

As a tertiary care centre, the RQHR provides specialized health care services to clients living in southern Saskatchewan and beyond. The RQHR is one of the most integrated health delivery agencies in the country. We offer a full range of hospital, rehabilitation, community and public health, long term care and home care services. These integrated services are offered in the areas of community services, acute care and rehabilitation.

Community Services

Community-delivered services are a vital component of an integrated health care system. Community services, in conjunction with acute care and rehabilitation services, provide a complete health care program for residents of the RQHR. These services include:

- Mental Health and Addictions Services
- Emergency Medical Services
- Hearing Aid Plan
- Home Care Services
- Long Term Care Services
- Native Health Services
- Population and Public Health Services

The RQHR has community health centres that provide outreach, health promotion and education services throughout the Region. These centres include:

- Al Ritchie Health Action Centre (Regina)
- Cupar Health Centre
- Fort Qu'Appelle Community Health Services Centre
- Four Directions Community Health Centre (Regina)
- Grenfell Health Centre
- Long Lake Valley Integrated Facility (Imperial)
- Montmartre Health Centre
- Raymore Community Health and Social Centre (affiliate)
- Southey Health Action Centre
- Whitewood Community Health Centre

Long Term Care in the RQHR is provided by Region-owned and operated facilities and through affiliates contracted to the Region. These include:

- All Nations Healing Hospital (Fort Qu'Appelle, affiliate)
- Balcarres Integrated Care Centre
- Broadview and District Centennial Lodge
- Cupar and District Nursing Home (affiliate)
- Eastern Saskatchewan Pioneer Lodge (Moosomin)
- Echo Lodge (Fort Qu'Appelle)
- Extendicare - Elmview, Parkside and Sunset (Regina, affiliates)
- Golden Prairie Home (Indian Head)
- Grenfell Pioneer Home
- Lakeside Home (Wolseley)
- Long Lake Valley Integrated Facility (Imperial)
- Lumsden Heritage Home (affiliate)
- Montmartre Health Centre
- Qu'Appelle House (Regina, affiliate)
- Regina Lutheran Home (affiliate)
- Regina Pioneer Village (affiliate)
- Santa Maria Senior Citizens Home (affiliate)
- Silver Height Special Care Home (Raymore)
- Wascana Rehabilitation Centre
- Whitewood Community Health Centre
- William Booth Special Care Home (Regina, affiliate)

HOME CARE SERVICES	2002-2003	2003-2004	2004-2005	**2005-2006**
Admissions	5,174	6,298	6,822	**7,258**
Nursing hours	78,824	85,169	79,244	**85,860**
Number of meals	37,724	52,977	48,575	**45,230**
Occupational therapy hours	5,597	6,037	5,644	**6,112.75**
Physical therapy hours	6,072	6,405	6,477	**5,578.75**
Support hours	7,986	7,423	6,549	**6,025.50**
Social work hours	4,160	3,607	4,116	**4,099**
Volunteer services – hours	11,798	9,344	9,630	**9,902.25**

Figures for 2002-2003 are for the former Regina Health District only.

IMMUNIZATION SERVICES	2002-2003	2003-2004	2004-2005	**2005-2006**
Number of doses - Child health clinics	13,946	18,572	19,146	**27,891**
Number of school children immunized in school	11,150	12,070	12,537	**8,552**
Adult doses - clinic visits	n/a	n/a	1,787	**2,524**
Influenza coverage rates - People over 65 years	65.6%	70%	71%	**72%**
Travel clinics	6,212	7,540	9,244	**8,744**

Acute Care

Within the Region are two Provincial hospitals - the Regina General Hospital and Pasqua Hospital. These hospitals serve the residents of southern Saskatchewan by providing a wide range of acute care as well as specialized services.

ACUTE CARE SERVICES INCLUDE:

- Ambulatory Care
- Cardiosciences
- Critical Care
- Diagnostic Imaging
- Emergency Care
- Family Medicine
- Gastroenterology and Hepatology
- Gynecology/Urology
- Internal Medicine
- Laboratory
- Neurosciences
- Oncology
- Orthopedics
- Palliative Care
- Pharmaceutical
- Psychiatry
- Pulmonary Function
- Renal Care
- Respiratory Care
- Sleep Disorders Program
- Surgical Care Services
- SWADD (System Wide Admission/Discharge Department)
- Therapy
  - Occupational Therapy
  - Physical Therapy
  - Speech Therapy
- Women's and Children's Health
- Neonatal Intensive Care
- Obstetrics
- Pediatrics

The Region also has seven community hospitals that provide hospital care:

- All Nations Healing Hospital (Fort Qu'Appelle, affiliate)
- Balcarres Integrated Care Centre
- Broadview Hospital
- Indian Head Hospital
- Moosomin Hospital
- St. Joseph's Integrated Care Centre (Lestock)
- Wolseley Memorial Union Hospital

HOSPITAL CARE UTILIZATION	2002-2003	2003-2004	2004-2005	**2005-2006**
Admissions	33,788	34,445	33,568	**34,310**
Average daily census	573	612	579.9	**592.9**
Average length of stay (days)	6.4	6.27	6.96	**6.58**
Births/Newborns admissions	2,934	3,082	2,877	**3,106**
Emergency visits	93,197	97,772	100,488	**105,542**
Radiology examinations	141,777	142,083	141,995	**148,675**
CT Scanner examinations	35,215	43,108	43,885	**47,701**
Nuclear medicine procedures	12,446	12,759	12,065	**8,239**
Physical therapy visits	87,282	83,431	92,3129	**5,627**
Occupational therapy visits	14,143	13,557	16,006	**17,790**
Outpatient registrations	219,181	275,497	269,730	**269,124**

Figures for 2002-2003 are for the former Regina Health District only.

REGINA EMERGENCY MEDICAL SERVICES	2002-2003	2003-2004	2004-2005	**2005-2006**
Rural responses	485	562	567	**556**
Out-of-Region	91	115	105	**127**
Interfacility	2,813	2,598	2,871	**3,322**
Urban responses	10,829	11,524	11,405	**11,921**
No-Transport calls	3,587	4,188	4,065	**4,152**
Total calls	17,805	18,987	19,013	**19,947**

Regina EMS was 91 per cent compliant in responding to emergency situations in under 8:59 minutes in 2004-2005. The National standard for major urban centres is a compliance rate of 90 per cent.

ACUTE CARE SURGERY	2002-2003	2003-2004	2004-2005	**2005-2006**
Total number of patients on surgical wait list	11,091	11,824	10,946	**9,985**
Pre-Admission clinic visits	6,516	6,872	6,947	**6,830**
Inpatient surgery – day of admission	4,377	4,780	4,658	**4,629**
Inpatient surgery – non-day of admission	3,988	5,783	4,972	**5,648**
Outpatient surgery – operating room	11,493	9,773	9,082	**10,760**
Outpatient surgery – hospital clinic	15,155	16,217	16,627	**18,192**
Total surgeries	35,016	36,553	35,339	**39,229**

Figures for 2002-2003 are for the former Regina Health District only.

LABORATORY SERVICES	2002-2003	2003-2004	2004-2005	**2005-2006**
Laboratory Units	19,794,878	24,961,062	21,537,700	**21,363,125**

Figures for 2002-2003 are for the former Regina Health District only.
Figures for 2003-2004 are for the former Regina and Pipestone health districts.

CONCERNS REGISTERED WITH CLIENT REPRESENTATIVE	2002-2003	2003-2004	2004-2005	**2005-2006**
Number of concerns	647	978	1,089	**1,488**
Percentage of acute care patients registering a concern	2.23	2.84	3.24	**1.47**
Average time to resolve all concerns (days)	12	11.6	8.35	**10.5**
Average time to resolve non-complex concerns (days)	4.3	4.0	3.65	**4.4**

Rehabilitation Services

Rehabilitation Services programs are offered throughout the Region. These programs are designed to help children and adults who have been ill or in an accident regain their quality of life. These services include:

- Acquired Brain Injury Outreach
- Adult Rehabilitation Program
- Children's Program
- Functional Rehabilitation Program
- Prosthetics/Orthotics

Health Care Organizations

The RQHR contracts with a variety of organizations and the relationship between the Region and these health providers is an important factor in the delivery of quality health care services.

The following is a list of the organizations that received funding through the Health Region in 2005-2006:

615672 Saskatchewan Ltd. (Touchwood EMS)
Autism Resource Centre Inc.
Backlin's Ambulance Service Ltd.
Cosmopolitan Activity Centre
Cupar Lions Volunteer Ambulance
Extendicare (Canada) Inc.
Five Hills Qu'Appelle Tribal Council
Imperial & District Ambulance
JT Ambulance Service Ltd.
Living Sky Ambulance
Lumsden & Craven Seniors' Program Inc.
Mental Health Association/Regina Branch Inc.
Milestone Assisted Living Advisory Board
Mobile Crisis Services Inc.
Phoenix Residential Society Inc.
Pipestone C. 'Appelle Association for Community Living
Planned Parenthood Regina
Prairie Ambulance Care (1998) Ltd.
Rainbow Youth Centre Inc.
Raymore Community Health and Social Centre
Red Cross
Regina Recovery Homes Inc.
Salvation Army Waterston Centre
Soo Line Ambulance
University of Regina
Valley Ambulance Care Ltd.

A contracted organization that assists the RQHR achieve expectations as set out in the RQHR/Sask Health Accountability Document is the Rainbow Youth Centre. In 2005-2006, it received $167,979 in funding from the Region.

The Centre is Regina's only multi-service, multi-cultural agency serving youth between the ages of 11 and 25 years. Rainbow strives to address social/health issues such as crime, school drop-out, illiteracy, racism, teen pregnancy and parenting, drug and alcohol abuse and basic living skills. Services include:

- Youthcare Work
- Hot Supper Program
- Anger Management
- Substance Use and Abuse Education
- Teen and Young Parent Program
- Road to Employment Program
- Kids First Homevisiting Program

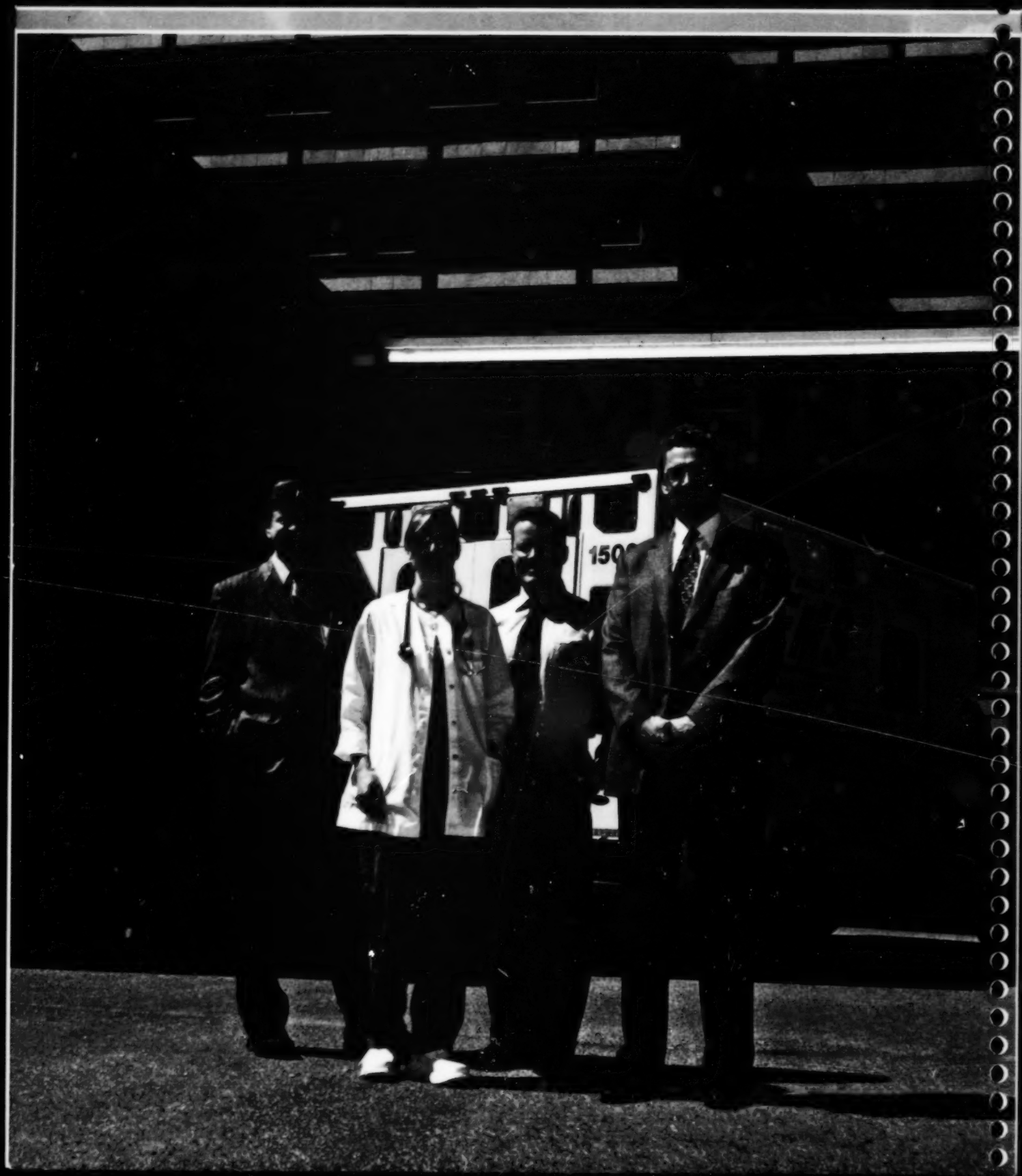
Rainbow's target population includes high-risk inner-city youth. Staff work in partnership with other youth-serving agencies including the mental health staff from Child and Youth Services. Rainbow was founded in 1982 and during the last fiscal year provided service to over 1,300 youth, 89 per cent of whom are of aboriginal ancestry. This organization has created a safe, caring and healthy community of support for some of the Region's most vulnerable citizens.

Size of facilities

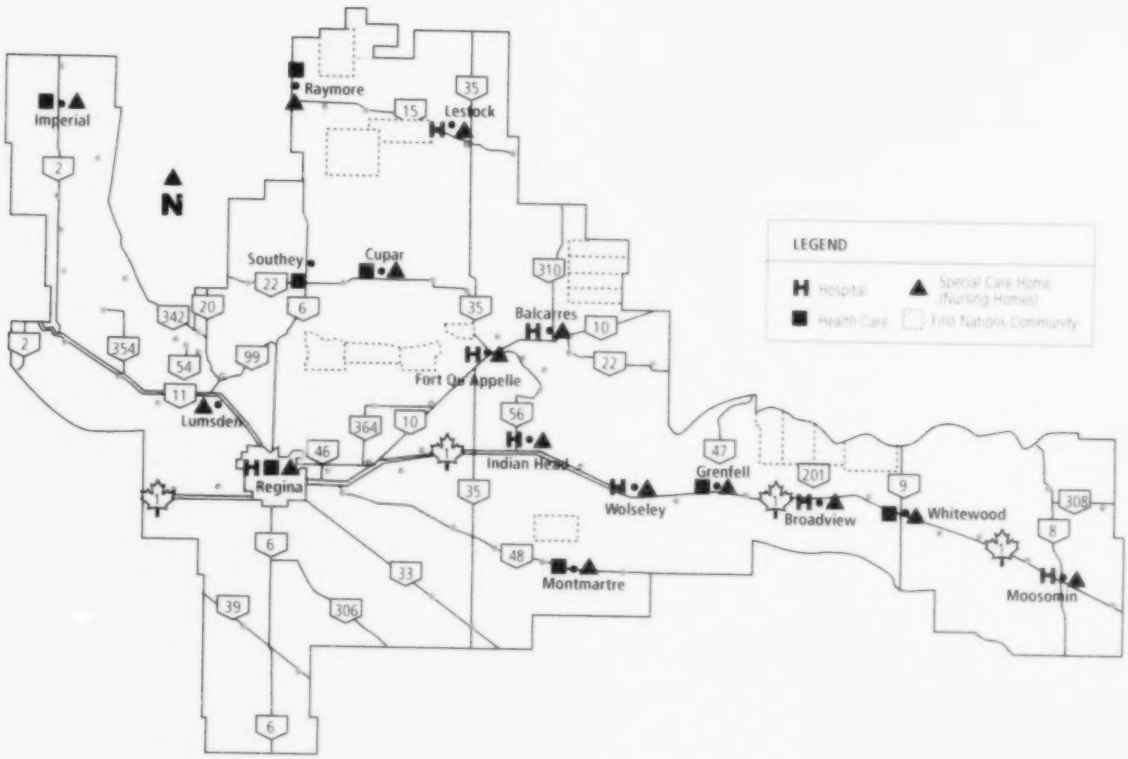
The RQHR has facilities located throughout the Region. For a list of facilities and their size, see Appendix A.

Service Access Guide

The RQHR publishes a Service Access Guide as part of both the Regina and Regina District SaskTel Phonebooks. This Guide is the "Green Pages" section, which immediately follows the blue pages of government listings. In the centre of this section is a page that outlines the institutional and community programs and services provided by the Region as well as important contact information. The Services Access Guide can be viewed on this website and further information on the Region can be found on this website. Click here to access our entire website, www.rqhealth.ca.



OUR REGION: STRENGTHS AND CHALLENGES



The RQHR serves a vast area in the province with the second-largest population including 17 First Nations communities. As well, it provides specialized health care for 465,000 residents in southern Saskatchewan through the two designated provincial hospitals in Regina. It extends from as far east as Moosomin and Rocanville and includes the City of Regina and the towns of Fort Qu'Appelle, Lumsden, Balgonie, Indian Head, Raymore and Grenfell.

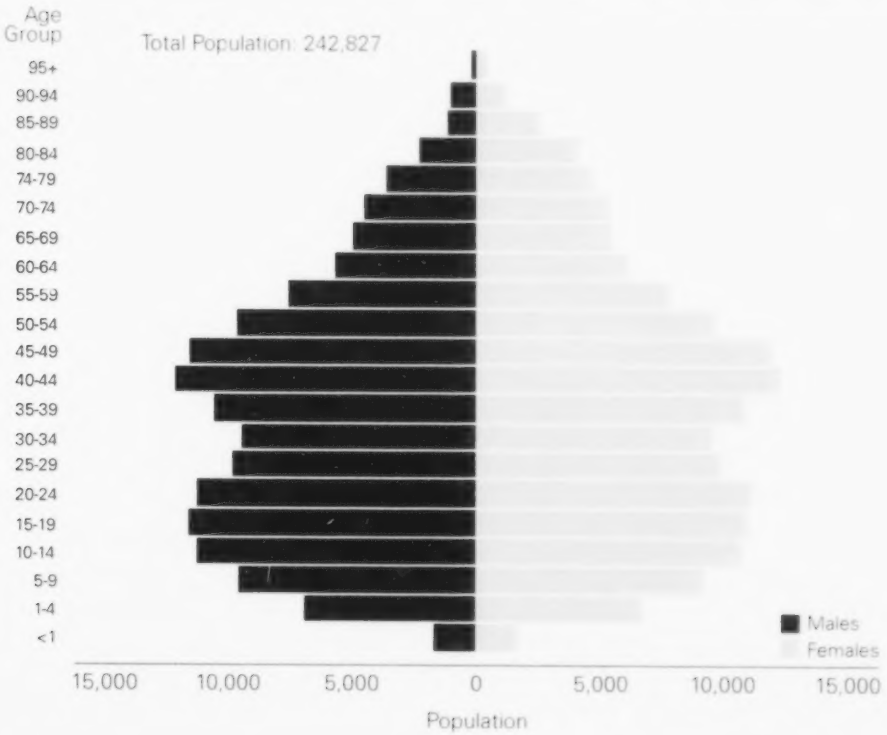
Almost 250,000 people reside in the region with 121,791 men and 125,086 women: 24.2 per cent of Saskatchewan's population. The most densely populated region in the province, it has 9.3 persons per square kilometer.

(Photo Caption - left to right: Murray Knuttila RQHR Authority Chairperson, Sherri Reichert, R.N., Dr. Beggs, and Dwight Nelson, RQHR President & CEO)

The population in the RQHR has increased by 0.5 per cent since 1997. During the same time period, the growth in population of the City of Regina reflected a similar trend and increased by 0.5 per cent from 186,812 in 1997 to 187,772 in 2005. As well, the age of RQHR residents is changing with the fastest-growing ages 45 to 64 (44.9 per cent growth since 1990) and 75 and older (39.4 per cent increase since 1990). During the same time period, people aged 20 to 44 decreased from 40.6 to 35.8 per cent of the population.

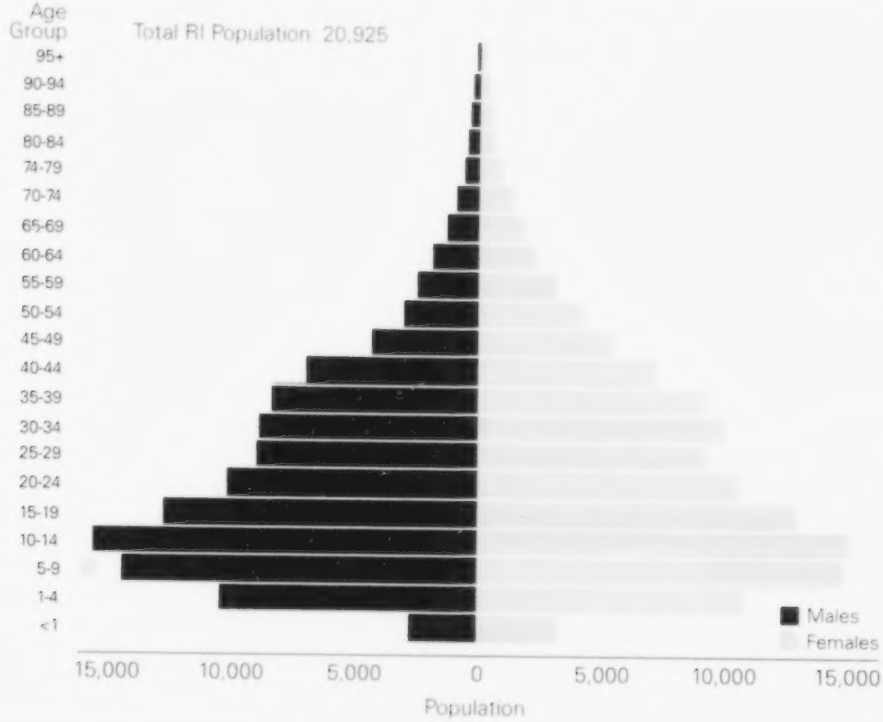
The most current data (2001) indicates that life expectancy at birth is 76.4 years for males and 81.9 years for females in the RQHR. After the age of 65 years, males in RQHR can expect to live another 17.1 years and females a further 21 years.

Regina Qu'Appelle Health Region Covered Population, 2003



The increase in number of older people in the region reflects a trend throughout the developed world and poses new challenges for health systems everywhere. As people age, their use of health services generally increase.

Registered Indian Covered Population Regina Qu'Appelle Health Region, 2003



The RQHR works closely with First Nations and Metis communities to address the health issues and needs in their communities. One of the key areas of focus in delivering health services is the increasing number of young aboriginal people.

For further information on the population and the make up of the communities that the RQHR serves, refer to the Health Status Report: 2004 (go to website at www.rqhealth.ca and click on Programs and Services, then open Health Status Report: 2004)

The Health Status Report provides information on the health of the population in the RQHR. This provides not only a "benchmark" about where the health of the population stands, but also serves as a basis for future health planning in terms of recognizing diverse needs associated with demographic structure, health status, health behaviours and prevention measures, and determinants of health.

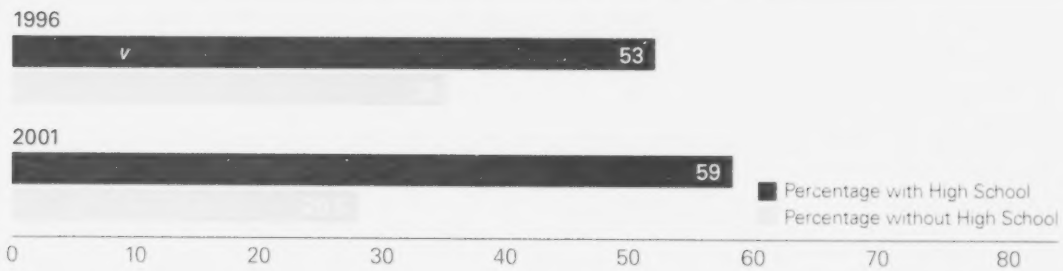
Educational Attainment Influences Health Outcomes

In the RQHR, the number of people receiving their high school diploma and achieving education beyond the secondary level has increased based on the most current information available.

It is an accepted fact that higher education increases the chances of obtaining a living-wage job, accessing high-quality health care and living a healthy lifestyle. As well, a mother's education level can influence a child's access to health care.

In 2001, 59 per cent of the population aged 20 and older had more than a high school education, compared to 53 per cent in 1996. The proportion with no high school diploma decreased between 1996 (35 per cent had no diploma) and 2001 (28.5 per cent).

Educational Attainment



Poverty Major Indicator of Health Status

Poverty and low household income is associated with a broad range of adverse health outcomes such as reduced life expectancies, death due to violence, HIV/AIDS and chronic diseases such as diabetes. As well, poverty increases the likelihood of a person not having health insurance, using tobacco or drugs and having higher rates of obesity.

While the percentage of families living in poverty has been reduced slightly, it continues to be an issue that affects the overall health of the region. In 2001, 15 per cent of households in the RQHR had an annual income below the low income cut-off (measure of poverty developed by Statistics Canada). This represents a two per cent reduction from 1996 and one per cent less than the rest of the province.

Injuries a Growing Issue

Injuries are leading causes of disability and premature death and result in substantial economic loss to society and individuals. Injuries include, both unintentional, (accidents caused by motor vehicles, falls, fires, suffocation, drowning, and poisoning), and intentional, (child battering, assaults with firearms, knives, or other objects, and self-inflicted injuries).

In 2003-04, the most common of external causes of injuries among males were complications of medical and surgical care (31.1 per cent), followed by falls (18.3 per cent) and transportation (7.9 per cent). In females, hospital separations, complications of medical and surgical care (27.8 per cent) were followed by falls (27.2 per cent) and transportation (5.8 per cent) as the three most common external causes.

Injury hospitalization (0-19 years old)

The injury hospitalization rate measures the number of discharges from acute care hospital facilities for intentional and unintentional injuries. The measure is expressed as a rate per 1,000 children in the population ages 0 to 19.

The Region's injury hospitalization rate for 0-19 year olds females increased slightly in the past year, but decreased for males.

Why It Is Important

Injuries are not tracked systematically unless they result in hospitalization or death. Thus, these hospital data only represent the most serious injuries among children. Intentional injuries require intervention by the police or child welfare to protect the child and prevent recurrence. Unintentional injuries, or accidents, are more common, and are generally preventable. Parent education on the importance of child-proofing the home, appropriate use of car seats and booster seats, seat belts, and helmets, fencing pools and yards, and safe storage of firearms can reduce the likelihood of accidents. Education and enforcement regarding safe driving practices for teenagers are also important in reducing motor vehicle injuries, a leading cause of injury among older children and teens.

Injury Hospitalization Rate Per 1,000 Population (age 0-19)

Infant Mortality a Measure of Community's Health

Infant mortality is a well-established measure of child health and of a society's well-being. It measures the number of deaths of children under the age of one. Research shows that infants with low birthweight or pre-term delivery have a higher risk of infant death. Several factors affect infant mortality: socioeconomic status, lifestyle behaviours, prenatal care and access to medical care.

In 2002-2004, there were 50 infant deaths in the RQHR, for a death rate of 6.2 per cent per 1,000 live births. The region's infant mortality rate has declined from 2001-2003 figures (7.2 per cent), however it remains above the provincial average (5.9 per cent in 2002-2004).

Infant mortality is a key issue for the Region and several programs and services are offered that directly address this area of need: Population and Public Health Maternal and New Parents Programs, Primary Health Care Initiative as well as community development initiatives, tobacco control and nutrition services.

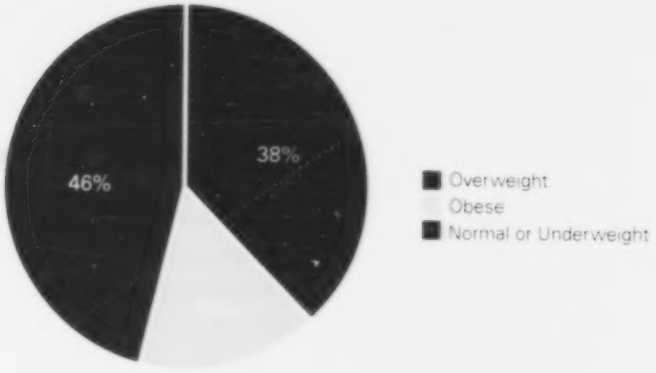
Overweight and Obesity a Major Societal Issue

A major health issue throughout North America is overweight and obese populations. Overweight people can pose major challenges for health systems in managing obesity-related diseases and health problems. Unless changes occur to stem the trend, health services and programs will continue to encounter increasing pressures.

It is common knowledge that in most situations obesity and overweight problems are the result of poor diet, lack of physical activity, environmental barriers to achieve healthy behaviours (lack of green spaces, accessibility and availability issues in terms of healthy food provision), genetics or a combination of these factors. In fact, poor diet and lack of physical activity are only second to smoking as causes of preventable death: an overweight person is more likely to die prematurely than a person in a healthy weight range.

Based on the 2003 Canadian Community Health Survey (CCHS), over half (54.6 per cent) of RQHR adults (18 to 64 years) are either overweight or are obese.

Percentage of Population (age 18 to 64 years) who are overweight or obese



Physical Activity Key to Healthy Weight, Healthy Body

The benefits of regular physical activity cannot be overstated. Regular activity reduces the risk of heart disease, stroke, high blood pressure, diabetes, colon cancer and osteoporosis. It also helps maintain healthy body weight, decreases the risk of falls and fractures, helps prevent back pain, reduces symptoms of anxiety and depression and enhances overall quality of life.

Contrary to popular belief, the benefits of regular activity can be achieved through everyday moderate intensity activities like walking, housework and gardening along with the more traditional exercise programs. While the recommended level of activity is every day, those people who have been inactive and find it difficult to achieve this level of activity will still improve their health if they maintain some regular activity.

Based on the 2003 Canadian Community Health Survey (CCHS), only half (52.8 per cent) of RQHR adults (12 years and older) reported physical activity participation levels as active or moderately active.

Smoking Has Major Impact on Health

Cigarette smoking is the single most preventable cause of premature death. It contributes to heart disease, stroke and chronic obstructive pulmonary disease, emphysema, cancer of the lung, larynx, mouth, esophagus, cervix, bladder, breast, and low birth weight infants.

The 2003 Canadian Community Health Survey (CCHS) indicates that 24.2 per cent of RQHR residents aged 12 years and older are currently daily or occasional smokers.

With legislation in place to protect smoke-free public places, the focus now is on the promotion of provincial legislation to provide smoke-free workplaces. In conjunction with the Saskatchewan Coalition for Tobacco Control, a campaign to inform and educate policy makers and the general public was launched.

The RQHR continues to offer smoking cessation programs in the community for interested people.

Emerging Infectious Diseases: Taking Action

Pandemic Influenza

The risk of a world-wide influenza has received extensive public attention over the past few years. The RQHR has developed a comprehensive plan in the event a pandemic affects the health of people in our Region.

Starting in December 2003, Asia reported outbreaks of highly pathogenic avian influenza A (H5N1) among poultry with cases then cited in Europe, the Middle East and Africa. In locations where H5N1 influenza has been reported, some people have become infected. As of March 8, 2006, 175 cases of laboratory-confirmed influenza A (H5N1) virus infections in humans has occurred, with 96 deaths resulting.

If the virus continues to circulate widely among poultry, it increases the chances of infecting humans and other animals: genetic mixing (reassortment) between human and avian influenza viruses could occur and create a new pandemic strain. However, to date human H5N1 cases have almost exclusively been associated with direct exposure to infected birds or to surfaces contaminated with excretions from infected birds.

Key components of a pandemic preparedness plan include: disease surveillance, availability of vaccine and antivirals, coordination of health and emergency response, health system preparation, operation of essential community services, implementation of outbreak containment measures, and timely, accurate and effective public communication.

West Nile Virus

WNV is transmitted by the bite of an infected mosquito. While cases of WNV have been documented in Africa, the Middle East and parts of Europe for decades, the virus first appeared in North America in 1999.

Most people infected with WNV seldom have any symptoms. About 20 per cent of people develop West Nile Fever, an illness with flu-like symptoms that can range from mild to moderately severe. Less than one per cent of people infected develop a severe disease, called West Nile encephalitis or West Nile meningitis. The risk of severe disease or death is highest in elderly persons and those with underlying chronic conditions.

In recent years, West Nile virus (WNV) has received extensive public attention and communication on the most effective methods to prevent exposure. Every year, public education programs are launched to increase residents' awareness of what they can do to reduce the likelihood of contracting this virus. Without an effective vaccine, the best way to prevent WNV disease depends on community-level mosquito control and personal protection against mosquito bites, such as repellants and avoiding outdoor exposure when mosquitos are most active.

Population and Public Health Services monitors dead bird and mosquito complaints from citizens. Crows, blue jays, magpies and birds of prey are very susceptible to West Nile Virus disease and likely to die if infected. Geographically representative samples of dead birds and mosquitos are collected for testing. In 2005, RQHR performed laboratory tests on 30 dead birds with eight of those birds showing positive for WNV.

People and horses with symptoms suggestive of West Nile Virus disease are also tested. Canadian Blood Services also tests all blood donations for the possibility of WNV. Between July 1 and October 1, 2005, the RQHR reported 56 cases of WNV disease in humans.

2005-2006 RESULTS AT A GLANCE

The RQHR introduced several new initiatives in 2005-2006 that directly responded to the health needs of its residents. These included improved access to health services, a renewed focus on patient safety, partnerships with community groups to connect with hard-to-reach populations and links with staff and physicians to enhance quality of work life. Major challenges for the region continue to be a rapidly growing and aging population, an increasing young aboriginal population and the recruitment and retention of staff and physicians as well as the necessary support staff.

Regina Qu'Appelle Health Region Strategic Themes

- Improve health status through supporting individuals and communities in responsibility for their own health through service redesign.

- Strengthen RQHR as a provincial resource and referral centre through determination of services best delivered in Saskatchewan and in western Canada.

Saskatchewan Health Goal: Improved Access to Quality Health Services

- Plans for PHC sites in North Central Regina and Twin Valleys (Wolseley, Grenfell, Broadview, Whitewood, Sakimay, Cowesses, Ochapawace and Kahkewistahaw) are currently underway.
- In North Central Regina, plans to expand and enhance services currently provided at the Four Directions Health Centre and to integrate aspects of the RQHR PHC services located in North Central (4-D, Methadone Clinic, Randall Kinship Centre and Pasqua Hospital emergency department).
- Continued work with Core/Ritchie community and certain urban family physician practices in Regina to develop primary health care plans.
- For 2004-2006, 13.9 per cent of the RQHR population has geographical proximity to primary health care teams.
- 26 per cent more Magnetic Resonance Imaging (MRI) examinations and 21 per cent reduction in the MRI wait time from 2004-2005.
- Additional one-time funding was provided in 2004-2005 and again in 2005-2006 for more CT exams (another 1,000 exams).
- One-time funding in 2004-2005 also increased capacity for MRIs and in 2005-2006 funds annualized becoming part of Region's ongoing annual budget.
- In 2005-2006, RQHR achieved performance targets with 21,279 surgical cases completed, increase of 1,668 cases from 2004-2005.
- Percentage of priority surgical cases completed within Saskatchewan's target time frames: 44.1 per cent (level II), 46.4 per cent (level IV), and 72.9 per cent (level VI).

Regina Qu'Appelle Health Region Strategic Themes

- Improve the health status outcomes of aboriginal people through collaboration.
- Improve health status through supporting individuals and communities in responsibility for their own health through service redesign.
- Strengthen RQHR as a provincial resource and referral centre through determination of services best delivered in Saskatchewan and in western Canada.

Saskatchewan Health Goal: Effective Health Promotion and Disease Prevention

- Scheduled several events with First Nations and Metis people to increase understanding, collaborate on areas of interest in health field and develop services directly addressing needs in communities.
- Several partnerships formed with RQHR and with community partners:
  - Start-up grant of $4,000 from RQHR, for community store, Food for Life. Operates one day per week in central location supplying fresh fruits and vegetables, meats, dairy products and whole grain items at affordable prices.
  - Moving Towards Health and Happiness workshops helped to build supportive pre-school environment by providing caregivers with skills and resources to incorporate daily physical activity into day care centre and pre-school programs.
  - Building on a Movement project supported physical activity in rural communities in the Grenfell area.
  - Committee formed to assist Standing Buffalo First Nations in promoting physical activity opportunities for its residents.
  - Campaign developed to inform and educate policy makers and general public was launched with *Saskatchewan Coalition for Tobacco Control*.
  - Successful implementation of the *Tobacco Control Act*, 2005. Overall compliance rate for the period 99.6 per cent with two establishments not complying.

Regina Qu'Appelle Health Region Strategic Themes

- Personal pride and accountability that is respectful of all relationships.
- Grow as an academic health services organization that supports, creates and applies knowledge.

Saskatchewan Health Goal: Retain, Recruit and Train Health Providers

- Recruited 163 Registered Nurses in 2005-2006.
- Recruited 76 per cent of graduates from the 2005-2006 Nursing Education Program in Saskatchewan-Regina Campus, (61 of 80 nurse graduates).
- Recruited several out-of-province and out- of-country nurses for urban and rural facilities.
- Recruited 28 new Licensed Practical Nurses (LPN's) in 2005-2006
- Implemented third year of five-year strategy to provide employees with aboriginal awareness training. To date, 4544 employees trained -- 51 per cent of employee population.
- Hired Aboriginal Education Consultant in October 2005 to assist in delivering training that promotes a better understanding of aboriginal issues and cultural differences.
- RQHR selected as pilot site for provincial Health Career Pathing project to help people identify health career goals and embark upon developmental plan and mentorship program that enables academic and skill development to move into desired health care profession.
- In 2005-2006, 66 new studies initiated, representing more than 21 areas of medical specialty.
- Majority of studies require more than one year to complete. Region actively involved in more than 126 research projects at any given time during 2005-2006.

Regina Qu'Appelle Health Region Strategic Themes

- Knowledge and trust that health services are appropriate and meet individual and community needs.

Saskatchewan Health Goal: A sustainable, efficient, accountable, quality health system.

- Authority business meetings held in public, in both Regina and rural areas of Region.
- Region's website includes notices of meetings, agendas, minutes, addresses and phone numbers of all Authority members.
- Information on RQHR activities distributed through internal and external newsletters.
- Four Community Advisory Networks regularly provide advice and input directly to Authority.
- Residents can view key financial information about RQHR from Region's website and at any of the health sciences libraries at Regina General and Pasqua Hospitals and Wascana Rehabilitation Centre during regular business hours.
- RQHR has process for communicating critical incidents with all key stakeholders involved. In 2005-2006, 96.2 per cent of critical incidents met timeframe for notification.
- Expansion of Broadview Medical Clinic, to be completed in 2006-2007, totally funded by the community.
- Achieved balanced budget for 2005-2006, ending year with excess of revenue over expenditures of $1.9 million.
- Received $7.05 million from Provincial Government for clinical capital equipment and information technology. Planning continued on Moosomin Integrated Health Facility and Rawlco Centre for Mother Baby Care at the Regina General Hospital.

2005-06 PERFORMANCE RESULTS

The RQHR has established a strong strategic framework that supports the Saskatchewan Government's *Action Plan for Saskatchewan Health Care*, to ensure the Region continues to provide accessible and quality health services. The Region's Strategic Framework and Government Action Plan provide the foundation for measuring progress against goals and anticipating future challenges and new directions.

In addition, the RQHR must address, on an ongoing basis, the unique needs of its different populations (aging population, young aboriginal population) and some major physician and staff recruitment issues which can present significant challenges and funding implications.

Regina Qu'Appelle Health Region Strategic Themes

Primary Health Care

- Improve health status through supporting individuals and communities in responsibility for their own health through service redesign.

Specialized Services

- Strengthen RQHR as a provincial resource and referral centre through determination of services best delivered in Saskatchewan and in western Canada.

Saskatchewan Health Goal: Improved Access to Quality Health Services

Primary Health Care Services

The RQHR understands that improved health status of its residents and improved access to services require partnerships with communities and new approaches in providing care. The region has set two performance targets to help realize this goal:

1. Development and implementation of strategies to increase the percentage of Saskatchewan's population having 24/7 access to a Primary Health Care (PHC) team.
2. Integrated regionally operated health centres as part of PHC teams.

Plans for PHC sites in North Central Regina and Twin Valleys (Wolseley, Grenfell, Broadview, Whitewood, Sakimay, Cowesses, Ochapawace and Kahkewistahaw) are currently underway. The services and programs at the Grenfell and Whitewood Health Centres are part of the Twin Valleys PHC plan.

In North Central Regina, there are plans to expand and enhance services currently provided at the Four Directions Health Centre and to integrate aspects of the RQHR PHC services located in North Central (4-D, Methadone Clinic, Randall Kinship Centre and Pasqua Hospital emergency department).

Work continues with Saskatchewan Health's Primary Health Services Branch (PHSB) to obtain additional funding to expand the PHC team. As well, limited physical space at the Four Directions Health Centre to accommodate more PHC team members poses challenges.

Preliminary work is underway on developing PHC teams with some Regina based physician practices. PHC planning is also being done in the Core/Al Ritchie communities in Regina.

Diagnostic Imaging

A new Interventional Radiology Suite and installation of a second MRI scanner resulted in 26 per cent more MRI examinations and a 21 per cent reduction in the MRI wait time from 2004 - 2005.

In 2005 -2006, the RQHR achieved 100 per cent of its baseline funded target for CT (43,000 exams on 24,700 patients) and MRI (6,300 exams on 4,900 patients) exams. Additional one-time funding was provided in 2004 - 2005 and again in 2005-2006 for 1,000 more CT exams. One-time funding in 2004 - 2005 also increased capacity for MRI examinations and in 2005 -2006 those funds were annualized becoming part of the Region's ongoing annual budget.

As a result of the funding, new targets were set. The RQHR conducted 81 per cent of newly targeted magnetic resonance imaging (MRI) scans and 108 per cent of targeted computed tomography (CT) scans for 2005-2006.

Surgical Access Plan

While the RQHR's first priority is always to provide surgical services to those people who require urgent and immediate care (within two weeks), the Region also understands the need to respond in a timely manner for people who need non-urgent inpatient or day surgery. In line with the mission of the RQHR, *meeting the diverse needs of its communities*, the Surgical Access Plan has set a goal of reducing the times of people who have waited for more than 18 months for inpatient surgery and 12 months for day surgery.

The RQHR has set two measures of success in reducing the wait times:

1. The proportion of patients who have been contacted a minimum of once regarding a date for surgery within the designated time frames.
2. The proportion of patients who have had surgery or who have voluntarily cancelled their scheduled procedure.

The RQHR has set two target dates for reducing the wait list: April 1, 2006 and August 31, 2006.

The goal is 85 per cent of patients on the waiting list who have a scheduled date for surgery as of April 1, 2006 and 75 per cent have had surgery or decided to be removed from the waiting list. As of August 31, 2006, 95 per cent of patients still on the waiting list will have a surgery date and 80 per cent have received surgery or cancelled and removed themselves from the waiting list.

Once the RQHR has achieved this goal, the region will work towards the benchmark surgical performance goals developed by the Saskatchewan Surgical Care Network. As well, the Region intends to develop a long term plan for access to surgical care since surgical demand is forecast to increase over the next decade, reflecting a growing and aging population.

Results (March 31, 2006):

- In 2005-2006, the RQHR achieved its performance targets with 21,279 surgical cases completed, an increase of 1,668 cases from 2004-2005. This was accomplished by increasing some surgical activity at several different facilities and directly contacting patients to ensure they still wanted to receive the elective procedure.

With an increase of 8.5 per cent in surgical volumes for 2005-2006, the waiting lists did not increase and remained at 10,000 patients. The percentage of priority surgical cases completed within Saskatchewan's target time frames are: 44.1 per cent (level II), 46.4 per cent (level IV), and 72.9 per cent (level VI).

Nonetheless, the Region recognizes the need for a long term plan to handle increased capacity. Recruitment of nursing staff, anestheologists and the necessary support staff continues to be an issue for the RQHR in meeting surgical demand.

Initiatives to increase surgical volumes include:

- Designate 10 hospital beds at the Regina General Hospital for surgical patients and additional ophthalmology time at the Pasqua Hospital.
- Recruit anesthesiologists from outside the Region for a short time period to help address immediate needs when required. As well, implement additional initiatives to recruit anesthesiologists to work in the Region on a permanent basis.
- Move some surgical procedures, when appropriate, to day clinics to reduce the pressure on acute care hospitals.
- Enhance business rules and procedures for managing operating rooms across the Region to ensure the efficient use of resources.
- Add seven hospital beds for patients waiting long periods for access to surgery.
- Implement a nursing observation unit to allow more patients to move out of the critical care area while ensuring their care is not compromised.

Acute Care Access Plan

Over the past year, physicians and staff throughout the organization have worked hard in nine key areas to improve access to acute care services.

The region has managed to:

- Enhance bed capacity.
- Improve surgical access.
- Improve emergency effectiveness.
- Support enhanced physician practice.
- Increase alternate level of care and community alternatives to acute care.
- Improve discharge planning.
- Improve diagnostic access and effectiveness.
- Improve effectiveness of transfer of patients between health regions.
- Enhance utilization information capacity.

Patient Safety Task Force

In 2005-2006, the RQHR created a Patient Safety Task Force, with a mandate of establishing a patient safety agenda. Chaired by President and CEO Dwight Nelson, the task force membership included leaders from across the Region's functional areas, two members of the RHA, and two members from the general public. With recognition that many patient safety practices, quality assurance initiatives and internal staff safety protocols already exist within the Region, the task force's role is to articulate a long term patient safety vision and direction for the organization.

Task Force members analyzed patient safety practices and information. From this work, the RQHR established three working groups focusing on specific areas of the Task Force's patient safety mandate. These areas are:

1. Vision Statement Working Group – define a vision statement and organizational values for the RQHR, with patient safety employees' highest priority.

2. Culture Working Group – assess organizational culture as it relates to patient safety and design a framework for the RQHR to ensure a culture exists that reinforces patient safety is the highest priority.

3. Measures Working Group –identify standards and benchmarks, as well as tools that systematically monitor and measure patient safety initiatives to ensure that both quantitative and qualitative goals are met.

The Patient Safety Task Force will continue to focus on patient safety as the number one priority of the RQHR in 2006-2007.

Regina Qu'Appelle Health Region Strategic Themes

Aboriginal Health

- Improve the health status outcomes of aboriginal people through collaboration.

Primary Health Care

- Improve health status through supporting individuals and communities in responsibility for their own health through service redesign.

Specialized Services

- Strengthen RQHR as a provincial resource and referral centre through determination of services best delivered in Saskatchewan and in western Canada.

Saskatchewan Health Goal: Effective Health Promotion and Disease Prevention

The emphasis on healthy communities and healthy people in both the vision statements of Saskatchewan Health and of the RQHR supports the importance of effective health promotion and disease prevention. In addition, one of the key areas of primary health care is to provide services in the community where people live and work focused on health promotion and disease prevention. As outlined in the previous section (Improved Access to Quality Health Services), the RQHR has several initiatives in place or planned that address the need for integrated community-based health service delivery.

Creating supportive environments where people will find it easier to take positive action for their health is essential for disease prevention. To reach this goal activities must be in place that address the following key strategies:

- Improvement of health status through supporting individuals and communities in taking responsibility for their own health through service redesign
- Improvement of health status outcomes of aboriginal people though collaboration.

First Nations and Metis Health Initiatives

The RQHR worked closely with many organizations and individuals from the First Nations and Metis communities to further improve service delivery. Activities focused on those high-need areas such as diabetes, womens and children's health, mental health and addictions, home care and primary health care.

The Region also developed a series of cultural awareness initiatives to increase employees' understanding of potential barriers to good health for First Nations and Metis communities. This included training sessions for both staff and board members, ongoing information to employees through different communication channels, and scheduled events with First Nations and Metis people to increase understanding and collaboration on areas of interest in the health field.

As well, several initiatives were planned to improve coordination of services and develop a more collaborative, trusting relationship with First Nations and Metis communities. Opportunities were identified to meet and discuss areas of concern in health service delivery and identify solutions. First Nations and Metis groups were consulted on development of services that directly addressed needs in their communities.

Population and Public Health Services

Population and Public Health Services has accountability for leading health promotion initiatives. In 2004, Saskatchewan Health released the document "Healthier Places to Live, Work and Play. A Population Health Promotion Strategy for Saskatchewan." One of the outcomes from the report is the requirement that the RQHR submit an annual population health promotion strategy, increasing the focus on health promotion within the Region and the involvement of more departments. For example, Mental Health and Addictions Services and Population and Public Health Services now collaborate more often on different initiatives. This reflects the interrelationship of the four primary areas of action: mental well being, accessible nutritious foods, decreased substance use and abuse and active communities.

In the past year, several partnerships were formed with the RQHR and with community partners. Some examples include:

The Baby Friendly™ Initiative

This program improves breastfeeding initiation and duration rates, resulting in healthier outcomes for infants.

A committee from various RQHR departments and community representatives are helping the RQHR in meeting the criteria to be designated as "Baby Friendly" by 2008. The RQHR was the first health region in Saskatchewan to have such a policy in place.

Food for Life – A Food Security Project

Food security exists when all people at all times have physical and economic access to sufficient, safe, and nutritious food to meet their dietary needs and food preference for an active and healthy life. The recent relocation of supermarkets to the out-skirts of the City of Regina has contributed to food insecurity for inner city residents.

With support from the staff of the RQHR and the Al Ritchie Health Action Centre, area residents developed a plan to open a community store where not-for-profit food items would be sold. A start-up grant of $4,000 was provided by the RQHR, a recommendation of the Population Health Promotion Strategy. The community store now called "Food for Life" operates one day per week in a central location supplying fresh fruits and vegetables, meats, dairy products and whole grain items at affordable prices.

Partnerships with "In-Motion"

The promotion of physically active communities has been strengthened by working with Saskatchewan and Regina In motion programs. With the RQHR's support and approval, the Region is seeking designation as an In motion workplace. Action is underway to confirm this designation.

The Moving Towards Health and Happiness workshops helped in building a supportive pre-school environment by providing caregivers with skills and resources to incorporate daily physical activity into day care centres and preschool programs. The Building on a Movement project supported physical activity in rural communities in the Grenfell area. A committee has recently been formed to assist the Standing Buffalo First Nations in promoting physical activity opportunities for its residents. The Building Better Bodies program for teenage girls promoted physical activity, healthy eating and mental well being.

Tobacco Control

Best practices in tobacco control support the implementation of healthy public policies. With legislation in place to protect smoke-free public places, the focus now is on the promotion of provincial legislation to provide smoke-free workplaces. In conjunction with the *Saskatchewan Coalition for Tobacco Control*, a campaign to inform and educate policy makers and the general public was launched.

Implementation of the *Tobacco Control Act, 2005* has been successful. While there have been some challenges, the Act is seen as a very effective tool in reducing the unacceptable health risk of exposure to tobacco smoke.

An effective enforcement process has supported implementation of the *Tobacco Control Act*. From April 1, 2005 to the end of March 2006, there were 251 compliance visits made to bars, restaurants and entertainment facilities that are required to be smoke-free with the implementation of the *Tobacco Control Act*. The overall compliance rate for the period was 99.6 per cent with two establishments not complying.

Regina Qu'Appelle Health Region Strategic Themes

Positive, Innovative Work Environment

- Personal pride and accountability that is respectful of all relationships.

Knowledge, Teaching and Research

- Grow as an academic health services organization that supports, creates and applies knowledge.

Saskatchewan Health Goal: Retain, Recruit and Train Health Providers

Recruiting and retaining an adequate supply of qualified health care professionals is vital to ensuring a sustainable quality service. With an aging workforce, and migration of skilled workers to other employers/provinces, rigorous efforts are required to attract skilled health care professionals. Currently, shortages have been identified across nine professional groups within the RQHR: physiotherapists, respiratory therapists, registered nurses including operating room and critical care nurses, licensed practical nurses, nuclear medicine radiation technologists, ultrasound technologists, and pharmacists. Although enrolments in education and training programs have increased in anticipation of future demands, the number of graduates in the nine professional groups has not met the current need.

The RQHR tracks the number of employees and physicians who leave the Region and identifies trends that help it to forecast when vacancies may occur.

Provision of bursaries, purchased seats in training programs (in and out-of-province) and innovative programs aimed at recruiting local graduates have proven successful. Employment Consultants also develop professional relationships with local students during their educational years to link them into the organization and establish an employment commitment.

RQHR's strategies are producing positive results:

- 163 Registered Nurses were recruited in 2005-2006.
- 76 per cent of the graduates from the 2005-2006 Nursing Education Program in Saskatchewan-Regina Campus were recruited, (61 of the 80 nurse graduates).
- Several out-of-province and out-of-country nurses have been recruited for urban and rural facilities.
- 28 new Licensed Practical Nurses (LPN's) were recruited in 2005-2006

Retention

As the demand for health professionals intensifies, understanding what motivates and inspires the loyalty of today's top talent is crucial. The quality of the work environment has a direct impact on recruitment and retention. Therefore, improving workplace practices based on factors that enhance employee commitment is one of the RQHR's key initiatives.

Employee Opinion Survey

Recognizing that a satisfied workforce is one of the most powerful recruitment tools available, this year we sought out the opinions of our employees. By engaging employees in expressing their opinions about their employment experience, we are able to validate which policies and practices enhance employee commitment and contribute to a quality work environment.

Survey results were released to the employee population, union stakeholders and the general public in December 2005 as part of the RQHR's commitment to be a transparent and trustworthy organization. Detailed survey information was disseminated internally to departments/services/programs to enable the development of customized improvement strategies.

A guide entitled *Employee Opinion Survey: Planning Framework for Improving the Quality of Our Workplace* has been developed by Human Resources to assist leaders in understanding survey results and developing processes to enable improvement.

Representative Workforce Program

We are committed to the development of a representative workforce, one that is reflective of the diversity of the people in our community. The Representative Workforce Strategy is intended to facilitate employment opportunities for persons of aboriginal ancestry; people with disabilities; visible minorities, and women in non-traditional roles. There are many initiatives underway in support of a representative workforce including hiring people from designated groups.

Currently the workforce demographics, including affiliated employees, is comprised of:

- Five per cent aboriginal compared to 13 per cent of the provincial population and 8.7 per cent of Regina's population.
- Seven per cent visible minority compared to 5.6 per cent of the provincial population.
- Three per cent disabled compared to 9.7 per cent of the provincial population.

Through strategic partnerships and promotion of employment opportunities, we continue to change the composition of the current workforce by increasing the number of applicants and subsequent hires from the designated groups. Our strategic partnerships are established with government, unions, educational institutions and community groups who together are participating in the pursuit of a representative workforce.

Aboriginal Awareness Training

Preparing the workforce through the provision of awareness training fosters a positive and supportive climate, while integrating aboriginal people into the workforce. Implementation of a five-year strategy to provide all employees with aboriginal awareness training has resulted in the training of 4,544 employees by the third year of the strategy. This number represents 51 per cent of the employee population. To enhance the frequency of training opportunities, an Aboriginal Education Consultant was hired in October 2005 to assist in delivering training that promotes a better understanding of aboriginal issues and cultural differences.

Aboriginal Employee Network

The RQHR recognizes the need for the full and active involvement of aboriginal people in the workplace. To that end, the RQHR has taken a leading role in the development of the Aboriginal Employee Network. The network is a positive step in providing aboriginal employees with an environment that supports and enhances quality work experiences. In this networked environment, aboriginal employees come together to support and lend guidance to one another, share experiences, and join in a shared community of interest.

The inaugural two-day region-wide gathering of aboriginal employees was held on March 29 and 30, 2006. The participants engaged in dialogue regarding the key issues facing aboriginal employees in today's workforce.

Health Careers Entrance Training Program

The Health Careers Entrance Training Program is a 12-week program designed to train people of aboriginal ancestry for entry-level positions within the RQHR. The program includes eight weeks of employment readiness and four weeks of work experience. The program is offered annually and has been running for six years with the capacity for 12 students per year. Every student who has completed this program has been hired into the RQHR. Twelve students completed the training on March 24, 2006. This Program is made possible through partnerships with Canada Saskatchewan Career and Employment Services and the Regina Work Preparation Centre.

Career Pathing Project

The Health Sector Partnership Steering Committee is a partnership inclusive of health employers, unions, training institutions, professional associations, government and the aboriginal community. The purpose is to collaborate in identifying, developing and implementing strategies that address the broad training and employment needs for the health sector with a focus on aboriginal employment initiatives and the development of a representative workforce.

The committee has undertaken the Health Career Pathing project to facilitate advancement of current and future health care workers and promote a sustainable representative workforce through career pathing utilizing a Prior Learning Assessment tool. The RQHR was selected as a pilot site for this provincial initiative.

The project incumbents will identify their health career goals and embark upon a developmental plan and mentorship program that enables academic and skill development for successful transition into their desired health care profession. Plans are underway to recruit a Career Pathing Coordinator in 2006 to coordinate and nurture the implementation, communication and administration of the program.

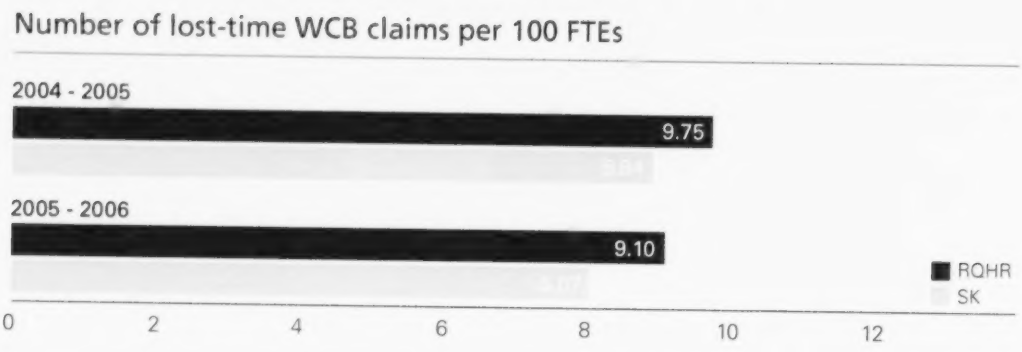
Science and Health Aboriginal Success Strategy

In partnership with SIAST, the RQHR supports the goal of enhancing the recruitment, retention and success of persons of aboriginal ancestry in SIAST Health and Sciences programs with the aim to integrate into the health sector workforce. The partnership provides the framework for student recruitment and opportunity for employment upon graduation.

Investing In Safety

In January 2006, the Saskatchewan Workers' Compensation Board recognized the RQHR for its efforts in creating a safe and healthy workplace by presenting a "Certificate of Achievement" to the region.

As a result, the Region has partnered with Occupational Health and Safety committees by requesting proposals from employees to enhance workplace safety.



The number of lost-time Worker's Compensation Board (WCB) claims per fulltime equivalent (data source: Saskatchewan WCB) compared to the provincial number.

The RQHR lost-time claims per 100 full time equivalent (FTEs) reduced slightly when compared year to year. The number of claims overall for the Region are higher than the provincial benchmarks in both 2004-2005 and 2005-2006.

The most frequent type of injuries in the work place continue to be lifting, transferring and repositioning actions. In response, the RQHR created an education consultant position to focus on developing a culture of safety with the goal of eliminating all musculoskeletal injuries. A statistical report for each department and service area detailing the number of lost-time claims per 100 FTEs is now in place. The purpose of the information is to target reduction strategies for those areas that have higher injury rates.

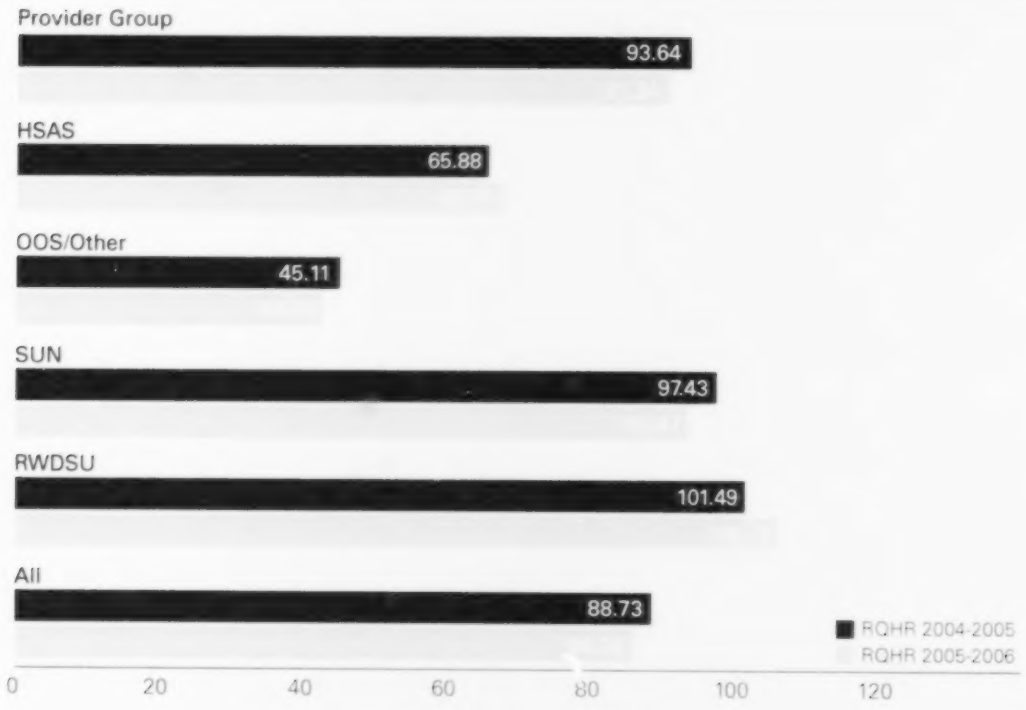
Quality Work Environment

The RQHR has several initiatives in place that enhance the health, safety and quality of the work environment for employees. Influenza vaccinations continue to be offered to people working in the health region. Along with good infection control techniques, the vaccination further protects the safety of employees, patients, clients and residents. Public education initiatives continue every year during influenza season to increase the rate of employee participation.

The Attendance Support Program in support of the "People Philosophy" enables employees to be at work, stay at work or return to work on a timely basis consistent with the person's abilities and restrictions. The Conflict to Collaboration Program, a partnership with Saskatchewan Justice, Dispute Resolution Office, provides employees with the tools to effectively resolve conflict in the workplace.

Other ongoing initiatives of the RQHR include: Personal Protection and Infection Control Program; Employee Wellness Initiatives; Scent Free Awareness Campaign, and Personal and Professional Development.

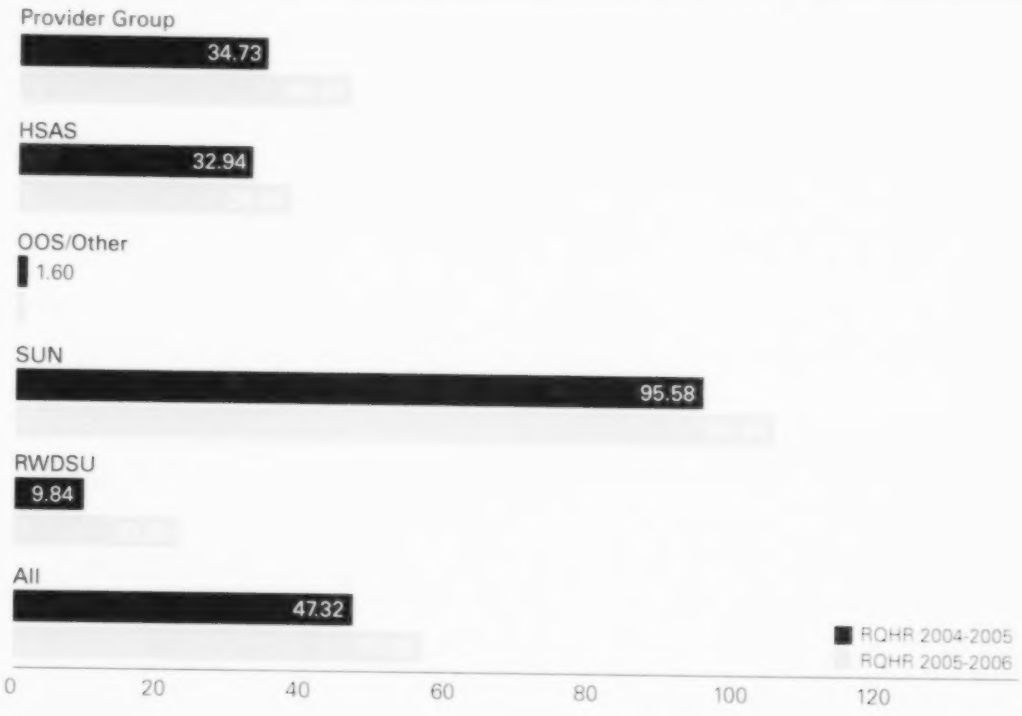
Number of sick leave hours per 100 FTEs



The total number of hours employees are absent from work due to illness or injury per full time equivalent by affiliation.

Overall the RQHR had a slight reduction in sick leave hours per FTE. As well, there was a decrease in sick leave hours for three groups including the provider group, OOS/Other and SUN and an increase for employees affiliated with HSAS and RWDSU (laundry services).

Number of over-time & other premium hours per 100 FTEs



The hours per FTE that a premium (overtime and other) was paid by affiliation.

The highest premium rates occurred among SUN employees (Registered Nurses), with rates increasing for all groups except OOS/Other (non-unionized employees).

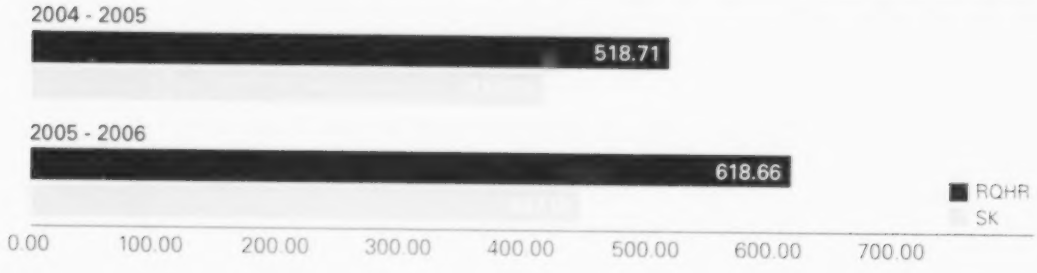
In 2005-2006, the Region implemented electronic scheduling software to standardize scheduling practices. Recruitment strategies continued to focus on areas of high overtime usage and hard- to- recruit classifications along with relief positions to cover multi-sites.

Distribution of FTEs by Affiliation

The total number of FTEs in the Region.

The number of FTEs remains relatively stable for all affiliations in comparison to the previous year.

Number of lost-time WCB days per 100 FTEs



The number of lost-time WCB days per FTE (data source: Saskatchewan WCB) compared to the provincial number.

The RQHR had a significant increase in the number of lost-time days per 100 FTEs in the year to year comparison. The number of lost-time days was higher than the provincial benchmarks in both 2004-2005 and 2005-2006.

Key Accomplishments:

- Three-Year Accreditation with Report standing with the Canadian Council on Health Services Accreditation (CCHSA) in May 2005. Accreditation with CCHSA is part of the Region's ongoing quality improvement activities.
- Implementation of the Human Resource Service Delivery Model; Employee Service Centres, Integrated Human Resource Service Teams and Central Scheduling Office.
- Implementation of Phase 4 of the electronic Staff Scheduling Project
- Implementation of Human Resource Information System.
- Development of performance indicators to monitor progress and measure success.
- Human Resource services integrated and aligned with strategic themes, within available resources.
- Development of standardized business processes to enhance decision-making.

Key Initiatives:

- Advancement of graduating professionals employment opportunities
- Full Scope of Practice expanding RN and LPN clinical practice and maximizing nursing scope within each discipline.
- Vacancy management/succession planning/career pathing
- People metrics by department
- Performance management
- Business processes continue to be reviewed for effectiveness and efficiency.
- Partnership for service agreement

Research

Health research tests the effectiveness of new treatments, informs health systems about factors that increase the probability of illness, and supports the development of the most effective means of delivering health care. The RQHR is dedicated to supporting health research. In the past year, 66 new studies representing more than 21 areas of medical specialty were approved by the RQHR's Research Ethics Board. Researchers in the areas of cardiology and obstetrics/gynecology were most active, with each area implementing seven new research projects in 2005-2006. The majority of studies require more than one year to complete and the Region was actively involved in more than 126 research projects at any given time during 2005-2006.

The RQHR works in partnership with the Universities of Regina and Saskatchewan, Health Quality Council, and other organizations, companies, and researchers to conduct these studies.

New RQHR Research Projects Begun in the 2005-2006 Fiscal Year by Area of Specialty

Number of new research projects approved in 2005-2006.

Regina Qu'Appelle Health Region Strategic Themes

Client and Public Confidence

- Knowledge and trust that health services are appropriate and meet individual and community needs.

Saskatchewan Health Goal: A Sustainable, Efficient, Accountable, Quality Health System.

Public Transparency

The RQHR recognizes that the foundation of an effective and responsive health system is communications with the public, its staff and physicians that promote a model of transparency and trustworthiness. The Region has taken several steps to ensure such a value is embraced throughout its organization and conveyed in all actions. Several initiatives are in place that support this direction:

- Authority business meetings are held in public, and convened both in Regina and in rural areas of the Region. The Region's website includes notices of meetings, agendas, minutes, addresses and phone numbers of all Authority members. Media are invited to meetings advertised in the Leader-Post and community newspapers and media advisories are sent to all regional media informing them of Authority meetings.
- Information on RQHR activities are regularly distributed through the Region's internal and external newsletters.
- Four Community Advisory Networks representing communities in the region regularly provide advice and input directly to the Authority.
- Residents can view key financial information on the RQHR from the Region's website and at any of the health sciences libraries at the Regina General and Pasqua Hospitals and the Wascana Rehabilitation Centre during regular business hours.
- Several different communication initiatives are in place to reach residents and other people who use RQHR services. The Region's website www.rqhealth.ca provides valuable information on programs and services, current news items and general health information. HealthNews, the Region's quarterly publication, is delivered to all homes in the Region and it contains a message from the Authority Chairman, advice on healthy living and information on programs and services offered by the RQHR.
- Media are a vital communication link with residents in the Region and the RQHR has almost daily contact with reporters and works to maintain a positive and respectful working relationship with news organizations. In all its interactions with media, the Region ensures that the privacy rights of patients, clients, residents and visitors are preserved.
- The Region understands that effective and consistent communication with its 7,500 employees and more than 500 physicians, people who are providing frontline services and directly interacting with patients, is fundamental if patients and the public are to gain a clear understanding and trust of the Region. To ensure timely communication, we produce a weekly electronic newsletter, *e-link*, for our staff and a monthly publication for physicians, *The Physician*.

Reputation Management

In striving to be a transparent and trustworthy organization, the RQHR has developed a reputation management process that is sponsored by the President and CEO and supported by the Public Affairs Department. A strong reputation is a product of both good performance and good communication and the RQHR is committed to enhancing its reputation over time. In 2006-2007, the Region's senior management team will further develop the reputation management process with the goal of meeting public and key stakeholder expectations.

Critical Incidents

The RQHR has a defined process for communicating critical incidents with all key stakeholders involved, including patients and family members. A critical incident is defined as a serious adverse health event including, but not limited to, the actual or potential loss of life, limb or function related to a health care service provided by, or being provided by, a regional health authority or health care organization.

In the RQHR, 96.2 per cent of critical incidences met the timeframe for notification.

In the RQHR, all critical incidents are immediately addressed using a root cause analysis, a tool designed to help identify what and how an event occurred, and more importantly why it happened. The root cause analysis is often facilitated through a team case review involving the health care team. The purpose is to not lay blame, rather to identify the cause of the incident and take actions to avoid a similar incident in the future. The review focuses on identifying the root cause of the critical incident and then developing effective quality improvement strategies to prevent re-occurrence.

In Saskatchewan, the *Critical Incident Reporting Regulations* of September 2004 require health regions to notify Saskatchewan Health when a critical incident has occurred and to report findings and recommendations in a timely manner. Critical incident reporting has facilitated a province-wide sharing of experiences and recommendations in hopes of preventing reoccurrence of similar critical incidents in other regions and Provinces.

The RQHR participates in province-wide sharing of all learnings gained from critical incidents and meets the legislated reporting requirements.

The RQHR is working to create a culture where learnings from critical incidents is the priority and all staff and physicians are comfortable reporting actual or potential adverse events. Mutual trust throughout the Region is necessary for open discussion of critical incidents. The importance of safety is the priority with the focus on prevention.

The Region is building such a culture through initiatives like the Management Forum held in 2005-2006 that focused on safety, and through systems that examine ways to establish anonymous reporting of actual or potential adverse events.

Accreditation

The RQHR achieved a Three-Year Accreditation with Report standing with the Canadian Council on Health Services Accreditation (CCHSA) in May 2005. Accreditation with CCHSA is part of the Region's ongoing quality improvement activities.

RQHR met the following three objectives as part of its accreditation process:

1. Achieve a 3-year accreditation standing with the CCHSA.
2. Treat accreditation as an opportunity to fairly evaluate ourselves against the standards.
3. Treat accreditation as a means to identify and action bona fide quality improvement opportunities.

The RQHR had set a fourth objective to address the gaps between the CCHSA standards and its current state. Work began during the self-assessment phase of the accreditation process to develop action plans to address these gaps. Service review teams are now incorporating the CCHSA recommendations into these actions plans, and will continue to work on initiatives for completion before the next survey.

The CCHSA identified a number of successes for the RQHR, including a thorough and inclusive strategic planning process, comprehensive operational and quality improvement plans, funding for new facilities, expansion of services, implementation of new initiatives, successful regional intergration, and internalization of quality improvement throughout the Region.

As the result of the survey, CCHSA identified 21 recommendations that require action. These 21 recommendations speak to five general themes:

- patient information
- access to services
- ethical issues
- human resources initiatives
- prioritizing and measuring outcomes

These themes support the areas for improvement identified by the Service Review Teams and are consistent with activities either currently underway or planned for the near future.

Patient Safety

In 2005-2006, the RQHR created a Patient Safety Task Force, with a mandate of establishing a patient safety agenda. Chaired by President and CEO Dwight Nelson, the task force membership included leaders from across the Region's functional areas, two members of the RHA, and two members from the general public. With recognition that many patient safety practices, quality assurance initiatives and internal staff safety protocols already exist within the Region, the task force's role is to articulate a long term patient safety vision and direction for the organization.

Patient safety continues to be the Region's key priority.

FINANCIAL SUMMARY

The RQHR continues to provide quality health services with available resources. As a provincial and community provider of a full range of quality health services, education and research, we managed the challenges and achieved success in 2005-2006 in meeting the diverse health needs of our communities through the strength of our people, partnerships and personal responsibility for health.

The RQHR achieved a balanced budget for 2005-2006, ending the year with an excess of revenue over expenditures of $1.9 million. The surplus was achieved through the efforts of our staff and physicians to align the human and financial resources with the strategic priorities of the Region and the accountabilities of the provincial government.

The Region continued to maintain quality health services and meet the financial challenges of rising costs by implementing some targeted spending reductions. Staff vacancies were managed and, where possible, expenditures were deferred. Service reviews were undertaken in several areas to confirm that programs were being operated at maximum efficiency and effectiveness. During the year, additional revenue of $28.5 million was received for joint job evaluation, collective bargaining agreements and the Surgical Access Plan. The Region is committed to wise stewardship and accountability for the people and resources entrusted to us.

Capital Commitments and Expenditures

The Region was pleased to receive $7.05 million from the provincial government for clinical equipment and information technology. The funding enabled the Region to purchase needed equipment, including the addition of a second Magnetic Resonance Imaging (MRI) machine and upgrade to state-of-the-art Computerized Tomography (CTs).

The Region also appreciates and relies on the partnerships with the Hospitals of Regina Foundation and the Community Trust Funds to provide significant donations for the purpose of purchasing equipment and contributing to the costs of building or upgrading facilities.

During 2005-2006, planning continued on the Moosomin Integrated Health Facility and the Rawlco Centre for Mother Baby Care at the Regina General Hospital. This work will continue into 2006-2007. In addition, expansion of the Broadview Medical Clinic will be completed in 2006-2007, totally funded by the community.

Capital funding continues to be a challenge for the Region, in terms of equipment, information technology and building infrastructure. The Region, in partnership with the Foundations and the provincial government, will continue to explore ways to increase funding to support these important investments.

Outlook for 2006-2007

The Region is committed to moving forward on our strategic directions and meeting the Region's accountabilities under the provincial government's Action Plan for Saskatchewan Health Care. We plan to enhance key services to better meet public expectations related to Primary Health Care initiatives, Surgical Services and Diagnostic Imaging Services.

We will face service and financial challenges in 2006-2007 due to rising costs for new technologies, improved standards of care and higher energy and medical supply costs. The Region will continue to manage costs and improve efficiencies through continuous improvement and review of expenditures.

The commitment every day of the 7,500 people who work for and with us to provide the highest standards of care, and their passion for serving our patients, clients and residents, are what will make us successful in the year ahead.

FUTURE OUTLOOKS/EMERGING ISSUES: IMPROVED ACCESS AND BETTER HEALTH OUTCOMES

The RQHR remains focused on providing quality, accessible health services to its residents and other communities that require specialized treatment. In 2005-2006 it developed several initiatives to further improve access to services and respond to the needs of the Region.

Several Primary Health Care Teams are underway or operational in the region along with health-related partnerships with the community that improve the health status of residents, particularly within the more vulnerable population groups. An integrated Surgical Access Plan has significantly reduced the time of people waiting to receive non-urgent inpatient or day surgery. Additional funding has enabled the RQHR to offer more diagnostic testing and in the process reduce the wait times of people who require an MRI or CT examination.

Health promotion and disease prevention is a major area of focus for the RQHR as health research strongly indicates that improved living conditions and key societal factors influence health outcomes. Increased support and interest in population health promotion has been generated by developing a regional annual population health promotion plan.

The demand for health promotion and disease prevention initiatives will become an increasing priority for the RQHR as the population ages, obesity rates continue to climb and the rate of chronic diseases further escalates, placing increasing demands on the health system.

For example, the prevention activities outlined in the recently released *Regional Plan for Diabetes Prevention Management* supports the need to co-ordinate efforts with other sectors as well as the need for more resources and capacity building within the RQHR. As plans are developed to address other chronic diseases, these needs will increase.

Like health systems throughout Canada, the RQHR is challenged in meeting the needs of a growing and aging population. It is generally acknowledged that as people age, their demands on the health system increase and the type of services required change. In developed countries, the incidence of chronic diseases, such as diabetes and heart disease is rapidly increasing, placing significant burdens on health systems everywhere.

Along with a growing and aging population, the RQHR also has a rapidly growing young aboriginal population. Due to the health status of many young aboriginal people -- poverty, poor access to health services and low educational attainment -- the Region is challenged to find innovative methods for delivering health services to this vulnerable group.

Recruitment of qualified employees and physicians, particularly in key specialist areas, as well as the necessary support staff to deliver health services continues to be a challenge. The RQHR has several innovative recruitment initiatives ongoing to address this need.

The major challenge health regions across the country must address in future years is meeting public expectations within the available resources and funding available.

MANAGEMENT REPORT

Date: May 19, 2006

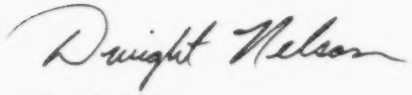
REGINA QU'APPELLE HEALTH REGION
REPORT OF MANAGEMENT

The accompanying financial statements are the responsibility of management and are approved by the Regina Qu'Appelle Regional Health Authority. The financial statements have been prepared in accordance with Canadian Generally Accepted Accounting Principles and the Financial Reporting Guide issued by Saskatchewan Health, and of necessity include amounts based on estimates and judgments. The financial information presented in the annual report is consistent with the financial statements.

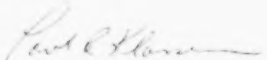
Management maintains appropriate systems of internal control, including policies and procedures, which provide reasonable assurance that the Region's assets are safeguarded and the financial records are relevant and reliable.

The Authority delegates the responsibility of reviewing the financial statements and overseeing Management's performance in financial reporting to the Resource Accountability Committee. The Resource Accountability Committee meets with the Authority, Management and the external auditors to discuss and review financial matters and recommends the financial statements to the Authority for approval. The Authority approves the annual report and, with the recommendation of the Resource Accountability Committee, approves the financial statements.

The appointed auditor conducts an independent audit of the financial statements and has full and open access to the Resource Accountability Committee. The auditor's report expresses an opinion on the fairness of the financial statements prepared by Management.



Dwight Nelson
President and Chief Executive Officer



Carol Klassen
Vice President and Chief Financial Officer

Provincial Auditor Saskatchewan

1500 Chateau Tower
1920 Broad Street
Regina, Saskatchewan
S4P 3V2

Phone: (306) 787-6398
Fax: (306) 787-6383
Web site: www.auditor.sk.ca
Internet E-mail: info@auditor.sk.ca

SASKATCHEWAN

AUDITOR'S REPORT

To the Members of the Legislative Assembly of Saskatchewan

I have audited the statement of financial position of the Regina Qu'Appelle Regional Health Authority as at March 31, 2006 and the statements of operations and changes in fund balances, and cash flows for the year then ended. These financial statements are the responsibility of the Authority's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Authority as at March 31, 2006 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Regina, Saskatchewan
May 19, 2006

Fred Wendel, CMA, CA
Provincial Auditor

FINANCIAL STATEMENTS for the year ended March 31, 2006

STATEMENT 1

REGINA QU'APPELLE REGIONAL HEALTH AUTHORITY
For the year ended March 31

STATEMENT OF FINANCIAL POSITION

(in thousands of dollars)	Operating Fund	Restricted Funds: Capital Fund	Restricted Funds: Community Trust Fund	Total 2006	Total 2005 (Note 17)
ASSETS					
CURRENT ASSETS					
Cash & short-term investments (Schedule 2)	$ 113	$ 7,491	$ 964	$ 8,568	$ 19,960
Accounts receivable					
Saskatchewan Health - General Revenue Fund	15,276	1,636	-	16,912	2,824
Other	8,870	1,782	25	10,677	8,534
Due to/from other funds	8,146	(7,957)	(189)	-	-
Inventory (Note 2(e))	3,787	-	-	3,787	3,520
Prepaid expenses	3,329	-	-	3,329	3,898
	39,521	2,952	800	43,273	38,736
Investments (Notes 2(f) & 15(c) & Schedule 2)	227	-	1,931	2,158	1,554
Due from local governments (Note 5)	-	199	-	199	257
Capital assets (Notes 2(d) and 3)	-	284,177	-	284,177	277,063
TOTAL ASSETS	$ 39,748	$ 287,328	$ 2,731	$ 329,807	$ 317,610
LIABILITIES AND FUND BALANCE					
CURRENT LIABILITIES					
Bank overdraft (Note 15(d))	$ 12,493	$ -	$ -	$ 12,493	$ 5,029
Accounts payable	16,021	2,821	-	18,842	28,023
Accrued salaries	27,939	-	-	27,939	13,881
Long-term debt & mortgages - current (Note 5)	-	634	-	634	637
Deferred revenue (Note 6)	6,487	-	-	6,487	5,955
Accrued vacation pay	30,588	-	-	30,588	26,572
	93,528	3,455	-	96,983	80,097
Long-term debt & mortgages (Note 5)	-	6,435	-	6,435	7,084
TOTAL LIABILITIES	93,528	9,890	-	103,418	87,181
FUND BALANCES					
Invested in capital assets	-	277,109	-	277,109	269,342
Externally restricted (Note 2(b)iii & Schedule 3)	-	169	2,731	2,900	3,262
Internally restricted (Note 16 & Schedule 4)	-	591	-	591	497
Unrestricted	(53,780)	(431)	-	(54,211)	(42,672)
TOTAL FUND BALANCES	(53,780)	277,438	2,731	226,389	230,429
TOTAL LIABILITIES & FUND BALANCES	$ 39,748	$ 287,328	$ 2,731	$ 329,807	$ 317,610

STATEMENT 2

REGINA QU'APPELLE REGIONAL HEALTH AUTHORITY
STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES
For the year ended March 31

	Operating Fund			Restricted Funds			
(in thousands of dollars)	Budget 2006 (Note 12)	2006	2005 (Note 17)	Captal 2006	Community Trust 2006	Total 2006	Total 2005 (Note 17)
REVENUES							
Saskatchewan Health - General Revenue	$ 518,985	$ 545,443	$ 493,633	$ 9,964	$ -	$ 9,964	$ 20,702
Other Provincial Revenue	4,320	4,356	4,302	259	-	259	276
Federal Government Revenue	4,820	5,041	5,160	-	-	-	-
Funding From Other Provinces	-	-	-	-	-	-	-
Special Funded Programs	3,665	4,352	4,127	-	-	-	-
Patient Fees	14,931	15,042	14,814	-	-	-	-
Out of Province Revenue	3,981	4,039	3,837	-	-	-	-
Out of Country Revenue	453	506	447	-	-	-	-
Donations	-	397	262	2,594	204	2,798	2,663
Investment Revenue	142	146	142	-	94	94	118
Ancillary Revenue	3,570	3,730	3,566	-	-	-	-
Recoveries	6,892	6,123	6,788	-	-	-	-
Other Revenue	5,088	6,115	5,067	322	-	322	119
	566,847	595,290	542,145	13,139	298	13,437	23,878
EXPENSES							
Province Wide Acute Care Services	43,880	46,363	40,573	4,383	-	4,383	1,491
Acute Care Services	270,306	286,134	262,363	10,015	5	10,020	11,729
Physician Compensation Acute	41,775	41,614	37,717	-	-	-	-
Supportive Care Services	96,542	101,805	93,277	1,472	25	1,497	929
Home Based Service - Supportive Care	16,032	16,458	15,337	24	-	24	29
Population Health Services	14,515	14,649	13,430	71	-	71	70
Community Care Services	17,318	17,381	16,209	-	-	-	-
Home Based Services - Acute & Palliative	6,308	6,890	5,546	12	-	12	14
Primary Health Care Services	6,866	6,911	6,387	521	3	524	456
Emergency Response Services - RHA	8,881	9,250	8,146	188	-	188	164
Mental Health Services - Inpatient	8,204	8,145	8,053	-	-	-	-
Addictions Services - Residential	-	-	-	-	-	-	-
Physician Compensation Community	4,117	3,594	3,240	-	-	-	-
Program Support Services	27,525	29,131	25,798	2,580	-	2,580	3,407
Special Funded Programs	3,567	4,241	3,864	-	-	-	-
Ancillary	1,011	788	761	115	-	115	115
Total Expenses (Schedule 1)	566,847	593,354	540,701	19,381	33	19,414	18,404

STATEMENT 2

REGINA QU'APPELLE REGIONAL HEALTH AUTHORITY
STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES (CONTINUED)
For the year ended March 31

	Operating Fund			Restricted Funds			
	Budget			Captal	Community	Total	Total
(in thousands of dollars)	2006	2006	2005	2006	Trust 2006	2006	2005
	(Note 12)		(Note 17)				(Note 17)
Excess (deficiency) of revenue over expenses before the following items	$ -	1,936	1,444	(6,242)	265	(5,977)	5,474
Workers' Compensation Board termination of Joint Operating Agreement (Note 14)		-	-	-	-	-	8,828
Transfer of Moosomin Community Trust Fund to Moosomin & District Health Care Foundation		-	-	-	-	-	(2,172)
Excess (deficiency) of revenue over expenses		1,936	1,444	(6,242)	265	(5,977)	12,130
Fund balances, beginning of year		(55,622)	(56,980)	283,105	2,947	286,052	273,836
Interfund transfers (Note 16)		(94)	(86)	575	(481)	94	86
Fund balances, end of year		$ (53,780)	$ (55,622)	$ 277,438	$ 2,731	$ 280,169	$ 286,052

STATEMENT 3

REGINA QU'APPELLE REGIONAL HEALTH AUTHORITY
For the year ended March 31

STATEMENT OF CASH FLOW

(in thousands of dollars)	Operating Fund 2006	Operating Fund 2005 (Note 17)	Restricted Funds Capital	Restricted Funds Community Trust	Total 2006	Total 2005 (Note 17)
Cash provided by (used in):	**Operating Activities**		**Financing and Investing Activities**			
Excess (Deficiency) of revenues over expenses	$ 1,936	$ 1,444	$ (6,242)	$ 265	$ (5,977)	$ 12,130
Net change in non-cash working capital (Note 7)	(9,407)	15,603	2,793	112	2,905	(6,745)
Amortization of capital assets	-	-	18,302	-	18,302	17,837
Gain/(loss) on disposal of capital assets	-	-	-	-	-	-
	(7,471)	17,047	14,853	377	15,230	23,222
Purchase of capital assets						
Buildings/construction	-	-	(4,454)	-	(4,454)	(666)
Equipment	-	-	(20,962	-	(20,962)	(6,792)
Proceeds on disposal of capital assets						
Buildings/construction	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Disposal (Purchase) of long-term investments	103	771	58	(706)	(648)	745
	103	771	(25,358)	(706)	(26,064)	(6,713)
Repayment of debt	-	-	(653)	-	(653)	(646)
Net increase (decrease) in cash & short-term investments during the year	(7,368)	17,818	(11,158)	(329)	(11,487)	15,863
Cash & short-term investments, beginning of year	(4,918)	(22,650)	18,074	1,774	19,848	3,899
Interfund transfers (Note 16)	(94)	(86)	575	(481)	94	86
Cash & short-term investments, end of year	$ (12,380)	$ (4,918)	$ 7,491	$ 964	$ 8,455	$ 19,848
Cash and cash equivalents						
Cash and short-term investments	113	111	7,491	964	8,455	19,848
Bank overdraft	(12,493)	(5,029)	-	-	-	-
	$ (12,380)	$ (4,918)	$ 7,491	$ 964	$ 8,455	$ 19,848

SCHEDULE 1

REGINA QU'APPELLE REGIONAL HEALTH AUTHORITY
For the year ended March 31

SCHEDULE OF EXPENSES BY OBJECT

(in thousands of dollars)	Budget 2006	2006	2005 (Note 17)
Operating:			
Board Costs	$145	$171	$149
Compensation - Benefits	54,718	56,536	52,689
Compensation - Salaries	287,165	306,398	277,023
Diagnostic imaging supplies	1,806	1,542	1,373
Drugs	11,248	10,300	10,764
Food	4,596	4,786	4,429
Grants to ambulance services	1,916	1,990	1,838
Grants to third parties	59,019	61,829	56,682
Housekeeping and laundry supplies	2,234	2,025	1,980
Information technology contracts	2,709	2,617	2,686
Insurance	1,386	1,424	1,277
Interest	828	466	556
Laboratory supplies	5,002	4,878	4,880
Medical and surgical supplies	26,825	29,751	25,307
Medical remuneration and benefits	45,329	44,251	40,323
Office supplies and other office costs	1,889	1,929	1,771
Other	9,312	9,714	8,781
Other referred out services	409	408	457
Professional fees	10,297	10,746	10,056
Prosthetics	12,896	13,988	11,325
Purchased services	381	455	331
Rent/lease costs	5,141	5,786	4,796
Repairs and maintenance	8,414	7,743	8,789
Service contracts	851	996	960
Travel	3,171	3,211	2,804
Utilities	9,160	9,414	8,675
	$ 566,847	$ 593,354	$ 540,701
Restricted			
Amortization		$18,302	$17,837
Loss on Disposal of Fixed Assets		-	-
Other		1,112	566
		$ 19,414	$ 18,403

SCHEDULE 2

REGINA QU'APPELLE REGIONAL HEALTH AUTHORITY
For the year ended March 31

SCHEDULE OF INVESTMENTS

(in thousands of dollars)	Amount	Maturity	Effective Rate
Restricted			
Cash and Short-Term			
Chequing and Savings			
Bank of Montreal	6,914		
Broadview Credit Union	4		
CIBC - Regina	247		
Cornerstone Credit Union - Lestock	3		
Cornerstone Credit Union - Raymore	13		
RBC Dominion Securities - Cash Account	-		
Royal Bank - Balcarres	40		
Royal Bank - Regina	52		
TD Canada Trust - Grenfell	157		
Saskatchewan Savings Bonds	102	07/15/07	3.25%
	$ 7,532		
Investments			
Alberta Treasury	$ 413	06/09/06	3.25%
Government of Canada	80	12/01/06	3.25%
Farm Credit Corporation	307	03/15/07	2.75%
Bank of Montreal GIC	35		2.70%
Province of Ontario	37	05/16/06	
Province of Ontario	12	12/02/06	2.66%
Renaissance Canadian T-Bill Fund	-		
Renaissance Canadian Money Market Fund	40		
	$ 924		
Long-Term Investments			
Farm Credit Canada	$ 320	08/15/08	3.25%
Farm Credit Canada	17	04/15/07	3.50%
Farm Credit Canada	241	11/15/07	3.00%
Canada Housing Trust	355	09/15/08	3.70%
Government of Canada	225	09/01/07	4.50%
Province of Ontario	209	05/19/09	
Saskatchewan Savings Bonds	10	07/15/07	4.25%
Saskatchewan Savings Bonds	380	07/15/08	3.00%
Saskatchewan Savings Bonds	173	07/15/10	2.50%
	$ 1,930		
Total Restricted Investments	$ 10,386		

SCHEDULE 2

REGINA QU'APPELLE REGIONAL HEALTH AUTHORITY
For the year ended March 31

SCHEDULE OF INVESTMENTS (CONTINUED)

(in thousands of dollars)		Amount	Maturity	Effective Rate
Unrestricted				
Cash and Short-Term				
Cash on Hand - Deposit	$	62		
Petty Cash		51		
	$	113		
Long-Term Investments				
Saskatchewan Savings Bonds Series 11		39	07/15/07	3.25%
Farm Credit Corporation		187	02/15/08	4.50%
Unamortized bond premium		1		
	$	227		
Total Unrestricted Investments		340		
Total Investments	$	10,726		
Cash & short-term investments		$8,568		
Investments		2,158		
	$	10,726		

SCHEDULE 3

REGINA QU'APPELLE REGIONAL HEALTH AUTHORITY — SCHEDULE OF EXTERNALLY RESTRICTED FUNDS

For the year ended March 31

(in thousands of dollars)	Balance Beginning of Year	Investment & Other Revenue	Donations	Expenses	Transfer to investment in capital asset	Transfer to External Foundation	Balance End of Year
Capital Fund							
Balcarres Integrated Care Centre	$ 48	$ -	$ 29	$ 5	$ 5	$ -	$ 67
Echo Lodge	36	-	12	-	11	-	37
Home Care	4	-	1	-	-	-	5
Saskatchewan Health Construction	212	-	-	-	161	-	51
Silver Heights	17	6	5	7	16	-	5
St. Joseph's Integrated Care Centre	(2)	-	6	-	-	-	4
	315	6	53	12	193	-	169
Community Trust Fund							
Balcarres Integrated Care Centre	99	2	10	8	-	-	103
Broadview & District Centennial Lodge	323	12	-	2	18	-	315
Broadview Hospital	467	16	4	-	128	-	359
District Office	1	-	-	-	-	-	1
Eastern Saskatchewan Pioneer Lodge	48	-	-	-	53	-	(5)
Golden Prairie Home	434	15	26	12	17	-	446
Grenfell Area	520	16	1	-	4	-	533
Home Care	6	-	-	-	-	-	6
Indian Head Hospital	40	3	10	-	30	-	23
Lakeside Home	11	-	5	1	3	-	12
Montmartre Health Centre	105	3	1	1	25	-	83
Moosomin Hospital	257	6	-	-	136	-	127
St. Joseph's Integrated Care Centre	204	8	-	-	34	-	178
Whitewood Community Health Centre	98	2	4	1	12	-	91
Wolseley Memorial Hospital	334	10	141	5	21	-	459
	2,947	93	202	30	481	-	2,731
Total Externally Restricted Funds	$ 3,262	$ 99	$ 255	$ 42	$ 674	$ -	$ 2,900

SCHEDULE 4

REGINA QU'APPELLE REGIONAL HEALTH AUTHORITY SCHEDULE OF INTERNALLY RESTRICTED FUND BALANCES
For the year ended March 31

(in thousands of dollars)	Balance Beginning of Year	Investment Income Allocation	Annual SHC Allocation	Expense	Investment in Capital	Balance End of Year
Balcarres Integrated Care Centre	$ 108	$ -	$ -	$ -	$ -	$ 108
Broadview & District Centennial Lodge	25	-	9	-	-	34
Eastern Saskatchewan Pioneer Lodge	26	-	15	-	-	41
Echo Lodge	77	-	33	-	-	110
Golden Prairie Home	116	-	12	-	-	128
Grenfell Pioneer Home	90	-	9	-	-	99
Silver Heights	60	-	8	-	-	68
Whitewood Community Health Centre	(5)	-	8	-	-	3
	$ 497	$ -	$ 94	$ -	$ -	$ 591

The RHA is required to maintain certain replacement reserves as a condition of receiving subsidy assistance from Saskatchewan Housing Corporation. The above schedule shows the changes in these reserve balances during the year.

SCHEDULE 5

REGINA QU'APPELLE REGIONAL HEALTH AUTHORITY — BOARD REMUNERATION, BENEFITS, AND ALLOWANCES
For the year ended March 31

(in thousands of dollars)	2006				2005		
Board Members	Retainer & Per Diems	Benefits[1]	Other Expenses	Total	Retainer & Per Diems	Benefits & Other Expenses	Total
Chairperson							
Knuttila, M. - Retainer	$ 10	$ 4	$ 4	$ 18	$ 10	$ -	$ 10
Knuttila, M. - Meetings	16	-	-	16	14	8	22
Board Members							
Bergman, A.	8	3	5	16	7	5	12
Boutilier, L.	7	1	2	10	8	6	14
Connolley, P.	8	5	6	19	7	9	16
Elford, L.	8	2	5	15	10	3	13
Everett, M.	7	6	11	24	6	13	19
Fisher, T.	6	1	3	10	4	1	5
Leier, B.	7	3	2	12	11	4	15
Poitras, B.	4	2	4	10	4	3	7
Semenchuck, G.	3	-	1	4	2	-	2
Taylor, A.	6	1	2	9	4	1	5
Ward, C.	6	3	4	13	5	5	10
	$ 96	$ 31	$ 49	$ 176	$ 92	$ 58	$ 150

(1) Benefits include employer CPP and all travel time

SCHEDULE 5

REGINA QU'APPELLE REGIONAL HEALTH AUTHORITY
SENIOR MANAGEMENT SALARIES, BENEFITS, ALLOWANCES AND SEVERANCE
For the year ended March 31

(in thousands of dollars)	2006							2005			
					Severance						
Staff	Number of FTE's	Salary	Benefits & Allowances[2]	Subtotal	Number of FTE's	Amount	Total	Number of FTE's	Salary, Benefit & Allowances	Severance	Total
Dwight Nelson, President & CEO	1.00	$ 271	$ -	$ 271	-	$ -	$ 271	1.00	$ 275	$ -	$ 275
Senior Positions											
Tania Diener, Regional Medical Health Officer	1.00	230	6	236	-	-	236	1.00	190		190
Patrick Dumelie, Senior Vice President, Health Services	1.00	174	6	180	-	-	180	1.00	181		181
Brian Laursen, Senior Vice President, Medical Services	0.50	146	7	153	-	-	153	0.50	151		151
Carol Klassen, Vice President, Corporate Services	1.00	136	4	140	-	-	140	1.00	143		143
Jane Lindstrom, Vice President, Human Resources	1.00	132	4	136	-	-	136	1.00	67		67
David Ahmed, Vice President, Medical Services	0.50	108	4	112	-	-	112	0.50	109		109
Donna Evans, Vice President, Operations Support	1.00	134	4	138	-	-	138	1.00	141		141
John Labatt, Vice President, Primary Health Care	1.00	131	4	135	-	-	135	1.00	125		125
Susan Nevins, Vice President, Restorative & Continuing Care	1.00	131	4	135	-	-	135	1.00	125		125
Diane Lamvee, Vice President, Specialty Care	1.00	131	4	135	-	-	135	1.00	125		125
	10.00	$ 1,724	$ 47	$ 1,771	-	$ -	$ 1,771	10.00	$ 1,632	$ -	$ 1,632

(1) Salaries include regular base pay, overtime, lumpsum payments, honoraria/retainer/per diems, severance pay, non-taxable career assistance, education leave allowance, and any other direct cash remuneration including sick leave, short-term disability, vacation, and differentials.
(2) Benefits and allowances include car allowance, employee taxable education expense, personal allowance, relocation allowance and RRSP's.

NOTES TO THE FINANCIAL STATEMENTS March 31, 2006

1. Legislative Authority

On August 1, 2002 the Legislative Assembly passed The Regional Health Services Act (the Act). This Act created the Regional Health Authorities for the purpose of governing the delivery of health services as well as establishing and governing Health Regions in the province of Saskatchewan.

On coming into force, the Act terminated the membership of the individual District Health Boards. All assets, liabilities, rights, and obligations of the District Health Boards continue as the assets, liabilities, rights and obligations of the Regional Health Authority. All contracts with the District Health Boards remain in effect until repealed or replaced by the Regional Health Authority.

The Regina Qu'Appelle Regional Health Authority (RHA) was created by the Act. The Regina Qu'Appelle Regional Health Authority is responsible for the planning, organization, delivery, and evaluation of health services it is to provide (The Act sec 27) within the geographic area known as Regina Qu'Appelle Health Region.

2. Significant Accounting Policies

These financial statements are prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

a) Health Care Organizations

The RHA has agreements with and grants funding to the following CBO's and third parties to provide health services:

615672 Saskatchewan Ltd. (Touchwood EMS)
Autism Resource Centre Inc.
Backlin's Ambulance Service Ltd.
Cosmopolitan Activity Centre
Cupar Lions Volunteer Ambulance
Extendicare (Canada) Inc.
Five Hills Qu'Appelle Tribal Council
Imperial & District Ambulance
JT Ambulance Service Ltd.
Living Sky Ambulance
Lumsden & Craven Seniors' Program Inc.
Mental Health Association / Regina Branch Inc.
Milestone Assisted Living Advisory Board
Mobile Crisis Services Inc.
Phoenix Residential Society Inc.
Pipestone Qu'Appelle Association for Community Living
Planned Parenthood Regina
Prairie Ambulance Care (1998) Ltd.
Rainbow Youth Centre Inc.
Raymore Community Health and Social Centre
Red Cross
Regina Recovery Homes Inc.
Salvation Army Waterston Centre
Soo Line Ambulance
University of Regina
Valley Ambulance Care Ltd.

The following affiliates are incorporated as follows (and are registered charities under The Income Tax Act)

All Nations' Healing Hospital Inc.	The Qu'Appelle Diocesan Housing Company
Cupar and District Nursing Home Inc.	The Regina Lutheran Housing Corporation
Lumsden & District Heritage Home Inc.	The Salvation Army William Booth Special Care Home
Pioneer Village Special Care Corporation	Santa Maria Senior Citizens Home Inc.

The RHA provides annual grant funding to these organizations for the delivery of health care services. Consequently, the RHA has disclosed certain financial information regarding these affiliates.

These affiliates are not consolidated into the RHA financial statements. Alternately, Note 9 b) ii) provides supplementary information on the financial position, results of operations, and cash flows of the affiliates.

The Hospitals of Regina Foundation (the Foundation) is a non-controlled not-for-profit entity that raises funds for programs and equipment for facilities under the Regina Qu'Appelle Health Region. The Foundation is incorporated under the Non-Profit Corporations Act and is a registered charity under The Income Tax Act.

The activities of the Foundation are not consolidated into the RHA financial statements. Alternately, Note 9 b) iii) provides supplementary information on the financial position, results of operations, and cash flows of the Foundation.

b) Fund Accounting

The accounts of the RHA are maintained in accordance with the restricted fund method of accounting for contributions. For financial reporting purposes, accounts with similar characteristics have been combined into the following major funds:

i) Operating Fund

The operating fund reflects the primary operations of the RHA including revenues received for provision of health services from Saskatchewan Health - General Revenue Fund, and billings to patients, clients, the federal government and other agencies for patient and client services. Other revenue consists of donations, recoveries and ancillary revenue. Expenses are for the delivery of health services.

ii) Capital Fund

The capital fund is a restricted fund that reflects the equity of the RHA in capital assets after taking into consideration any associated long-term debt. The capital fund includes revenues received from Saskatchewan Health - General Revenue Fund designated for the construction of capital projects and/or the acquisition of capital assets. The capital fund also includes donations designated for capital purposes by the contributor. Expenses consist primarily of amortization of capital assets.

iii) Community Trust Fund

The community trust fund is a restricted fund that reflects community generated assets transferred to the RHA in accordance with the pre-amalgamation agreements signed with the amalgamating health corporations. The assets include cash and investments initially accumulated by the health corporations in the RHA from donations or municipal tax levies. These assets are accounted for separately and use of the assets is subject to restrictions set out in pre-amalgamation agreements between the RHA and the health corporations.

c) Revenue

Unrestricted contributions are recognized as revenue in the Operating Fund in the year in which they are received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted contributions related to general operations are deferred and recognized as revenue of the Operating Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund in the year.

d) Capital Assets

Capital assets are recorded at cost. Normal maintenance and repairs are expensed as incurred. Capital assets, with a life exceeding one year, are amortized on a straight-line basis over their estimated useful lives as follows:

Buildings - 2 1/2% to 6 2/3%
Leasehold improvements - 2 1/2% to 20%
Equipment - 5% to 30%

Donated capital assets are recorded at their fair value at the date of contribution.

e) Inventory

Inventories consist of general stores, pharmacy, and linen. All inventories are valued at cost. Cost of general stores and linen inventory is determined on a weighted average basis. Pharmacy inventory cost is determined on the first in, first out basis.

f) Investments

Investments are valued at the lower of cost and net realizable value.

g) Pension

Employees of the RHA participate in several multi-employer defined benefit pension plans or a defined contribution plan. The RHA follows defined contribution plan accounting for its participation in the plans. Accordingly the RHA expenses all contributions it is required to make in the year.

h) Measurement Uncertainty

These financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. In the preparation of financial statements, management makes various estimates and assumptions in determining the reported amounts of assets and liabilities, revenues and expenses and in the disclosure of commitments and contingencies. Changes in estimates and assumptions will occur based on the passage of time and the occurrence of certain future events. The changes will be reported in earnings in the period in which they became known.

3. Capital Assets

	March 31, 2006			March 31, 2005
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Land	$4,583	$-	$4,583	$4,208
Land & Leashold Improvements	4,497	3,030	1,467	1,775
Buildings	355,577	135,212	220,365	226,217
Equipment	209,679	154,631	55,048	43,188
Construction in Progress	2,714	-	2,714	1,679
	$577,050	$292,873	$284,177	$277,063

4. Commitments

a) Capital Asset Acquisitions

At March 31, 2006, commitments for acquisitions of capital assets were $5,816,310 (2005 - $15,341,976).

b) Operating Leases

Minimum annual rentals under operating leases on property and equipment over the next five years are as follows:

2006-2007	$1,509,314
2007-200	81,215,256
2008-2009	527,516
2009-2010	488,966
2010-2011	481,316

5. Mortgages and Loans Payable

	Interest Rate	Repayment Terms	C.M.H.C. Subsidy	2006	2005
Whitewood Community Health Centre					
CMHC Due December 2013	5.140%	$ 99,851 principal & interest	31,635	$ 982,098	$ 1,030,640
Eastern Saskatchewan Pioneer Lodge					
CMHC Due October 2017	5.875%	$ 10,814 principal & interest		91,034	96,394
CMHC Due October 2024	8.000%	$ 10,131 principal & interest		98,768	101,028
Golden Prairie Home					
CMHC Due December 2013	5.140%	$ 61,132 principal & interest	19,755	635,605	663,624
CMHC Due May 2024	7.625%	$ 18,687 principal & interest		185,013	189,623
Broadview & District Centennial Lodge					
CMHC Due August 2006	5.900%	$ 147,674 principal & interest	43,319	284,711	411,720
Silver Heights Special Care Home					
CMHC Due March 2013	5.380%	$ 49,785 principal & interest	83,585	640,833	656,071
Parkland Lodge					
CMHC Due April 2015	8.000%	$ 17,221 principal & interest		111,534	119,628
Echo Lodge					
CMHC Due September 2012	5.520%	$ 59,166 principal & interest	21,089	640,589	664,085
CMHC Due January 2023	7.500%	$ 3,243 principal & interest		31,193	32,095
CMHC Due January 2018	5.875%	$10,688 principal & interest		91,343	96,563
Medical Office Building					
Bank of Montreal - demand loan	3.875%	$ 373,287 principal & interest		2,869,876	3,115,422
Local Governments					
Pacific & Western - Due Sept 2008	6.560%	$ 48,318 to 69,364 principal & interest		163,330	244,488
Fort Qu'Appelle Regional Office					
Pacific & Western - Due Nov 2009	6.627%	$ 75,070 principal & interest		242,550	299,847
				$ 7,068,477	$ 7,721,228
		Less: Current portion		633,653	636,733
				$ 6,434,824	$ 7,084,495

For each of the mortgages, the RHA has pledged the related buildings of the special care homes as security. Security for the loans was given in the form of promissory notes, general security agreements, assignments of fire insurance and board resolutions.

The RHA assumed responsibility for a loan agreement with Pacific and Western Trust, which was made on behalf of local governments that committed funds for the construction of the Balcarres Integrated Care Centre. The local governments provided signed agreements for the annual payment of their portion of the loan. The balance owing from local governments is $198,580 (2005 - $256,789).

The Medical Office Building demand loan was to finance the construction of the Medical Office Building. This project is considered to be self-financing over a 20-year period and the loan is secured through assignment of rent receipts. Interest is at bank prime less .375%. There is a remaining thirteen-year amortization on this loan.

Principal repayments required in each of the next five years are estimated as follows:

2006-2007	$633,653
2007-2008	669,513
2008-2009	540,586
2009-2010	491,272
2010-2011	471,051
2011 and subsequent	4,262,401

6. Deferred Revenue

Restricted funding related to general operations from Saskatchewan Health - General Revenue Fund is recorded as revenue as the related costs are incurred.

(in thousands of dollars)	Balance Beginning of Year	Less Amount Recognized	Add Amount Received	Balance End of Year
Sask Health Initiatives				
Aboriginal Awareness	$ 192	$ 69	$ -	$ 123
Aboriginal Awareness GRAA Representative Workforce	21	12	-	9
Cognitive Disabilities Enhancement	99	184	148	63
Cognitive Disabilities Medical Diagnostic Services	80	56	-	24
Cognitive Disability Consultant	35	35	-	-
Computers Sask Immunization	-	-	24	24
Diabetic Foot Program	-	10	11	1
Diabetes Plan	50	45	60	65
Enhanced Needle Exchange	-	-	22	22
Frontline Professional Development	123	53	-	70
Health Promotion Strategy	19	17	-	2
Healthline	197	3,125	3,250	322
Healthline Promotion	4	4	-	-
HIPA Pressures	121	121	-	-
IRCS/YCJA	59	116	120	63
Pay Equity	137	137	-	-
MDS Home Care	147	44	-	103
Medical Remuneration Issues	500	-	-	500
Musculoskeletal Clinic Project	-	-	351	351
Nursing Standards Council	91	10	-	81
Preceptorship Training	122	105	-	17
Primary Health Care Initiatives	114	352	324	86
Primary Health Care Team Development	-	-	40	40
Primary Health Services	15	-	-	15
Professional & Clinical Development	143	2	-	141
Professional Leadership Training	18	18	-	-
Quality Health Workplace Initiatives	400	259	142	283
Quality Health Workplace Initiatives	137	-	-	137
Recruitment/Retention Strategy	-	-	20	20
Research Project Nurses' Turnover	50	24	-	26
Short Term Acute HC	-	144	277	133
SIMS, IPHIS & Environmental Health Systems	10	10	-	-
Surgical Access Manager	99	123	99	75
Surgical Initiatives Fund	-	-	140	140
Total Sask Health	$ 2,983	$ 5,075	$ 5,028	$ 2,936
Non Sask Health Initiatives				
Acquired Brain Injury Program	-	574	724	150
Education Funds	140	153	150	137
Kids First	245	3,143	3,081	183
Research Grants	1,145	577	568	1,136
Medical Earnings Pool	580	142	41	479
Other	862	346	950	1,466
Total Non Sask Health	$2,972	$ 4,935	$ 5,514	$ 3,551
Total Deferred Revenue	$ 5,955	$ 10,010	$ 10,542	$ 6,487

7. Net Change in Non-Cash Working Capital

	March 31, 2006		March 31, 2005			
(in thousands of dollars)	2006	2005	Capital Fund	Community Trust Fund	Total 2006	Total 2005
(Increase) Decrease in accounts receivable	$ (18,614)	$ 6,369	$ 2,273	$ 112	$ 2,385	$ 803
(Increase) Decrease in inventory	(267)	751	-	-	-	-
(Increase) Decrease in prepaid expenses		569)	(558	-	-	-
Increase (Decrease) in accounts payable	(9,702)	7,974	520	-	520	(7,548)
Increase (Decrease) in accrued salaries	14,058	(1,653)	-	-	-	-
Increase (Decrease) in vacation payable	4,017	1,001	-	-	-	-
Increase (Decrease) in deferred revenue	532	1,719	-	-	-	-
	$ (9,407)	$ 15,603	$ 2,793	$ 112	$ 2,905	$ (6,745)

8. Contingent Liability

a) City of Regina

A statement of claim dated January 17, 2003 was filed by the Administrative Board of the Regina Civic Employees' Long-Term Disability Plan, the Administrative Board of the Regina Civic Employees' Superannuation and Benefit Plan and the City of Regina as Plaintiffs against the Regina Qu'Appelle Regional Health Authority, Saskatchewan Association of Health Organizations, Health Sciences Association of Saskatchewan and Saskatchewan Union of Nurses as Defendants. The dispute is in relation to the two respective pension and long-term disability plans.

Currently the parties are in the Discovery Stage of the process.

b) Joint Job Evaluation Reconsideration

The joint job evaluation/pay equity initiative for the service provider unions CUPE, SEIU, and SGEU allowed for an appeal process. As a result, employees and employers have filed reconsideration appeals that are currently under review. A financial obligation to pay reconsideration cost occurs once the Steering Committee reviews the recommendations from the Reconsideration Committee and reaches a consensus decision. At this time there are outstanding reconsiderations on which the Steering Committee has yet to reach a final decision. The results of outstanding reconsiderations are currently unknown therefore the cost of these reconsiderations cannot be reasonably determined.

9. Related Parties

a) Related Party Transactions

These financial statements include transactions with related parties. The RHA is related to all Saskatchewan Crown Agencies such as departments, corporations, boards and commissions under the common control of the Government of Saskatchewan. The RHA is also related to non-Crown enterprises that the Government jointly controls or significantly influences. In addition, the RHA is related to other non-Government organizations by virtue of its economic interest in these organizations.

Transactions with these related parties are in the normal course of operations. Amounts due to or from and the recorded amounts of transactions resulting from these transactions are included in the financial statements and the table below. They are recorded at standard rates charged by those organizations and are settled on normal trade terms.
In addition, the RHA pays Provincial Sales Tax to the Saskatchewan Department of Finance on all its taxable purchases. Taxes are recorded as part of the cost of those purchases.

a) Related Party Transactions (continued)

	2006	2005
Revenues		
Health Quality Council	$ 268,972	$ 344,198
Saskatchewan Cancer Foundation	1,718,213	3,162,021
Saskatchewan Housing Corp	199,383	375,181
SGI Canada Insurance Services Ltd.	2,631,238	2,643,059
Workers' Compensation Board	2,265,469	2,245,940
	$ 7,083,275	$ 8,770,399
Expenditures		
Department of Finance	$ 1,180,186	$ -
Saskatchewan Association of Health Organizations	12,972,206	11,261,370
Saskatchewan Healthcare Employees' Pension Plan	12,959,970	12,192,528
Saskatchewan Power	4,192,725	3,786,958
Saskatchewan Property Management Corporation	-	1,899,658
Saskatchewan Telecommunications	2,080,011	1,922,162
SaskEnergy Incorporated	203,095	389,878
SaskTel Mobility	-	27,998
SGI Canada Insurance Services Ltd.	33,738	27,645
Workers' Compensation Board	6,424,881	7,308,883
	$ 40,046,812	$ 38,817,080
Accounts Receivable		
Health Quality Council	$ -	$ 124,297
Saskatchewan Cancer Foundation	954,204	891,894
Saskatchewan Health Information Network	200,000	-
SGI Canada Insurance Services Ltd.	436,000	435,900
Workers' Compensation Board	552,019	441,094
	$ 2,142,223	$ 1,893,185
Prepaid Expenditures		
Saskatchewan Association of Health Organizations	$ 15,555	$ -
Workers Compensation	1,493,272	1,578,325
	$ 1,508,827	$ 1,578,325
Accounts Payable		
Department of Finance	$ 1,007,154	$ -
Saskatchewan Association of Health Organizations	261,360	1,054,474
Saskatchewan Healthcare Employees' Pension Plan	-	1,743,793
Saskatchewan Power	410,840	368,938
Saskatchewan Property Management Corporation	-	204,369
Saskatchewan Telecommunications	201,913	170,534
SaskEnergy Incorporated	29,077	14,709
	$ 1,910,344	$ 3,556,817

b) Health Care Organizations

i) Community Based Organizations and Third Parties

The RHA has also entered into agreements with CBOs and Third Parties to provide health services.

These organizations receive operating funding from the RHA in accordance with budget amounts approved annually. During the year, the RHA provided the following amounts to CBOs and Third Parties:

	2006	2005
615672 Sask Ltd. (Touchwood EMS)	$ 326,646	$ 309,100
Autism Resource Centre	329,081	314,860
Backlin's Ambulance Service Ltd.	427,732	401,173
City of Regina Transit Department	-	20,000
Cosmopolitan Activity Centre	29,475	28,030
Cupar Lions Volunteer Ambulance	171,341	154,943
Extendicare (Canada) Inc.	16,493,779	16,002,744
Imperial & District Ambulance	84,208	83,609
JT Ambulance Service Ltd.	289,774	262,662
Living Sky Ambulance	17,064	17,064
Lumsden & Craven Seniors' Program Inc.	24,000	22,500
Mental Health Association / Regina Branch Inc.	368,168	351,609
Milestone Assisted Living Advisory Board	26,050	25,250
Mobile Crisis Services, Inc.	87,650	86,065
Phoenix Residential Society	964,274	946,836
Pipestone Qu'Appelle Assoc for Community Living	12,000	12,000
Planned Parenthood Regina	122,898	122,898
Prairie Ambulance Care (1998) Ltd.	233,190	216,364
Rainbow Youth Centre	169,379	166,316
Raymore Community Health & Social Centre	45,000	45,000
Red Cross	130,000	123,000
Regina Recovery Homes Inc.	1,435,526	1,491,464
Salvation Army Waterston Centre	161,662	158,371
Soo Line Ambulance	98,473	88,908
University of Regina	62,336	62,336
Valley Ambulance Care Ltd.	325,919	303,684
Miscellaneous Grants	1,692	16,398
	$ 22,437,317	$ 21,833,184

ii) Affiliates

The Act makes the RHA responsible for the delivery of health services in its region including the health services provided by privately owned affiliates. The Act requires affiliates to conduct their affairs and activities in a manner that is consistent with, and that reflects, the health goals and objectives established by the RHA. The following presentation discloses the amount of funds granted to each affiliate:

	2006	2005
Affiliate Retro, Ehn Hlth & Ehn Dental, JJE, OOS	$ 3,055,186	$ -
All Nations' Healing Hospital Inc.	2,648,233	2,400,000
Cupar & District Nursing Home Inc.	1,913,168	1,798,147
Lumsden & District Heritage Home Inc.	1,540,614	1,516,166
Pioneer Village Special Care Corporation	17,061,917	16,441,996
The Qu'Appelle Diocesan Housing Corporation	854,129	829,778
The Regina Lutheran Housing Corporation	3,500,531	3,420,435
The Salvation Army William Booth Special Care Home	4,719,553	4,487,636
Santa Maria Senior Citizens Home Inc.	6,088,848	5,792,700
	$ 41,382,179	$ 36,686,858

Saskatchewan Health requires additional reporting in the following financial summaries of the affiliate entities as at March 31, 2005 and 2004 and for the years then ended:

	2005	2004
Balance Sheet		
Assets	$ 11,110,037	$ 10,776,184
Net Capital Assets	22,732,148	22,670,249
Total Assets	$ 33,842,185	$ 33,446,433
Total Liabilities	$ 17,122,377	$ 16,554,117
Total Net Assets (Fund Balances)	16,719,808	16,892,316
	$ 33,842,185	$ 33,446,433
Results of Operations		
RHA Grant	$ 37,095,358	$ 34,024,646
Other Revenue	12,191,161	12,119,176
Total Revenue	49,286,519	46,143,822
Salary & Benefits	41,640,987	38,369,115
Other Expenses*	7,145,255	6,444,160
Total Expenses	48,786,242	44,813,275
Excess Revenue over Expenses	$ 500,277	$ 1,330,547

* Other Expenses includes amortization of $441,200 (2004 - $283,513)

Cash Flows		
Cash from Operations	$ 716,319	$ 1,485,339
Cash used in Financing Activities	273,384	(962,926)
Cash used in Investing Activities*	(754,921)	98,982
Increase in Cash	$ 234,782	$ 621,395

* Cash used in Investing Activities includes capital purchases of $611,031 (2004 - $388,532)

iii) Fund Raising Foundations

The Hospitals of Regina Foundation Inc. is an independent non-profit corporation without share capital that has its own Board of Directors. It provides donations to the RHA for capital equipment, education and research purposes. Its accounts are not included in these financial statements. As of December 31, 2005 it has net assets of $13,104,294 (2004 - $9,873,959). During the year, the Foundation provided funding of approximately $2,547,230 (March 31, 2005 - $2,718,631) for programs and capital acquisitions reported in donations and ancillary income. These amounts were used to fund capital assets, education and research projects at the Regina General Hospital, the Pasqua Hospital and the Wascana Rehabilitation Centre.

	December 31,2004	December 31,2005
Balance Sheet		
Total Assets	$ 16,050,470	$ 11,937,148
Total Liabilities	2,946,176	2,063,189
Total Net Assets (Fund Balances)*	13,104,294	9,873,959
	$ 16,050,470	$ 11,937,148

* In accordance with donor-imposed restrictions $2,485,382 (2004 - $1,979,270) of the foundation's net assets must be used to purchase specialized equipment.

Results of Operations		
Other Revenues	$ 5,722,108	$ 6,422,522
Total Revenues	5,722,108	6,422,522
Total Expenses*	2,491,773	4,202,636
Excess of revenue over expenses	$ 3,230,335	$ 2,219,886

* Total expenses include contributions of $1,051,221 (2004 - $2,772,193) to the RHA and amortization of $23,223 (2003 - $26,816)

Cash Flows		
Cash from operations	$3,795,787	$ 2,238,888
Cash used in financing and investing activities*	(5,053,452)	(34,437)
Increase (Decrease) in cash	$ (1,257,665)	$ 2,204,451

* Investing activities include capital purchases of $25,813 (2003 - $39,500)

10. Patient and Resident Trust Accounts

The RHA administers funds held in trust for patients and residents using the RHA's facilities. The funds are held in separate accounts for the patients or residents at each facility. The total cash held in trust as at March 31, 2006 was $42,900 (2005 - $57,681). These amounts are not reflected in the financial statements.

11. Pension Plan

Employees of the RHA participate in one of the following pension plans:

Saskatchewan Healthcare Employees' Pension Plan (SHEPP), which is jointly governed by a board of eight trustees. Four of the trustees are appointed by the Saskatchewan Association of Health Organizations (SAHO) (a related party) and four of the trustees are appointed by Saskatchewan's health care unions (CUPE, SUN, SEIU, SGEU, RWDSU, and HSAS). SHEPP is a multi-employer defined benefit plan that came into effect December 31, 2002. Prior to December 31, 2002 this plan was the SAHO Retirement Plan and was governed by the SAHO Board of Directors.

Regina Civic Employees' Superannuation and Benefit Plan (RCP), which is a defined benefit plan. The RCP is administered by a jointly trusteed board (equal employer and employee representatives).

Public Service Superannuation Plan (a related party), which is also a defined benefit plan. This plan is administered by a Cabinet appointed board of directors.

Public Employees' Pension Plan (a related party) which is a defined contribution plan. This plan is administered by a Cabinet appointed board of directors.

The RHA's financial obligation to the plans is limited to making required payments to match amounts contributed by employees for current services. The RHA follows defined contribution plan accounting for its participation in these plans. Accordingly, the RHA expenses all contributions it is required to make in the year.

Pension expense for the year amounted to $21,107,975 (2005 - $20,185,222) which is included in benefits in Schedule 1.

12. Budget

The RHA Board approved the 2005-2006 budget plan on May 25, 2005. During the year approximately $28.5M additional revenue was received, primarily related to collective agreements and joint job evaluation implementation. The Board was informed of these changes throughout the year.

13. Insurance

The RHA purchases liability insurance from Healthcare Insurance Reciprocal of Canada (the Reciprocal). Under the terms of the Subscribers' Agreement, with respect to a policy period where revenues exceed expenses, any premium surplus may be refunded to the Reciprocal's subscribers on a proportionate basis after the subscriber has been enrolled with the Reciprocal for more than four years. This is the RHA's ninth year in the agreement with the Reciprocal. Similarly, if there is a deficiency of revenues, the Reciprocal may collect such premium deficiency from its Subscribers on a proportionate basis. The Reciprocal maintains a stabilization fund to cover future deficiencies. Also, the Reciprocal is insured for claims in excess of $1 million. There is no premium surplus for the current year and there are no claims reported that are expected to exceed the policy limits.

14. Workers' Compensation Board

On July 16, 2001 the Regina Qu'Appelle Regional Health Authority was served notice by Saskatchewan Workers' Compensation Board of its intent to terminate, without cause, the joint operating agreement between the two parties. In March 2005 funding was received from Saskatchewan Health to repay Workers' Compensation Board the depreciated value of the portion of the facility funded by Saskatchewan Workers' Compensation Board.

15. Financial Instruments

a) Significant terms and conditions

There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing and certainty of future cash flows. Significant terms and conditions for the other financial instruments are disclosed separately in these financial statements.

b) Credit Risk

The RHA is exposed to credit risk from the potential non-payment of accounts receivable. The majority of the RHA's receivables are from Saskatchewan Health – General Revenue Fund, Saskatchewan Cancer Foundation, health insurance companies, the Federal Government or other Provinces. Therefore, the credit risk is minimal.

c) Fair value

The following methods and assumptions were used to estimate the fair value of each class of financial instrument:

The carrying amounts of these financial instruments approximate fair value due to their immediate or short-term nature:

cash and short-term investments
accounts receivable
accounts payable
accrued salaries and vacation payable

For investments, the fair value of $10,713,172 (2005 - $21,670,432) is considered to approximate quoted market values.

The fair value of mortgages payable before the repayment required within one year is $3,448,894 (2005 - $3,929,667) and is determined using discounted cash flow analysis based on current incremental borrowing rates for similar borrowing arrangements.

For the bank overdraft and debt, fair value is considered to be their carrying amounts.

d) Operating Line-of-Credit

The RHA has an unsecured line of credit limit of $31,514,987 approved by the Minister of Health in 1999. Interest on the outstanding balance is charged at bank prime less .75%. Total interest paid on the line of credit was $97,019 (2005 - $339,690).

16. Interfund Transfers

Each year the RHA transfers amounts between its funds for various purposes. These include funding capital asset purchases, and reassigning fund balances to support certain activities.

	2006			2005		
thousands of dollars)	Operating	Capital	Community Trust	Operating	Capital	Community Trust
Building renovations	$-	$-	$-	$-	$-	$-
Capital asset purchases	-	481	(481)	-	210	(210)
SHC reserves	(94)	94	-	(86)	86	-
Mortgage payments	-	-	-	-	-	-
Other	-	-	-	-	-	-
	$(94)	$575	$(481)	$(86)	$296	$(210)

17. Comparative Information

Certain 2004-05 balances have been reclassified to conform to the current year's presentation.

GOVERNANCE AND TRANSPARENCY:
ESTABLISHING A TRUSTWORTHY AND ACCOUNTABLE ORGANIZATION

The mandate of the RQHR is to provide quality, accessible health services that meet the needs of its residents and people in southern Saskatchewan who rely on it for specialized services.

The RQHR is charged with two main areas of responsibility. The first is to assess the health care needs of the people it serves, prepare annual budget plans, deliver quality services and evaluate the services it provides. The second is to provide specialized health care for 465,000 residents in southern Saskatchewan through the two designated provincial hospitals in Regina.

The RQHR is ultimately accountable for the overall management and control of the health region. Pursuant to The Regional Health Services Act, the Authority is ultimately accountable to the Minister of Health to achieve the provincial and regional goals and objectives for health services.

Within this mandate, the Authority has set the overall direction for the organization and defined a strategic framework, which specifies the Vision, Mission and Values of the organization.

The Authority assumes its role and responsibilities within the context of a governance policy framework of decision-making and accountability and the powers of authority prescribed to it in The Regional Health Services Act.

The governance framework is driven by five fundamental components that facilitate board performance effectiveness. They include leadership, strategic direction, roles, processes and policies, and Authority relationships and development.

In fulfilling its responsibilities, the Authority has established four standing committees: Executive Committee; Services and Programs Committee; Resource Accountability Committee, and, the Community Partnerships Committee. In addition, the Authority has established four Community Advisory Networks to ensure that the Authority receives input and advice from local citizens.

All RQHR Authority members are appointed to serve on one or two of the Authority's standing committees and certain members have been designated to liaise with Community Advisory Networks. Each committee and network operate independently of the others. Authority members must travel extensively to attend meetings that are held throughout the Region.

The Executive Committee is responsible for matters pertaining to governance. The Resource Accountability Committee is charged with oversight of areas related to finance, audit, human resources, facilities and capital resource infrastructure. The Services and Programs Committee is responsible for oversight of the Region's service delivery model, particularly as it relates to providing accessible, quality and safe health services. The Community Partnerships Committee is responsible for oversight of the Authority's Community Advisory Networks, as well as relationships with the Region's stakeholders and partners.

The 12 Board members of the RQHR Authority are as follows:

REGINA QU'APPELLE REGIONAL HEALTH AUTHORITY

MEMBERS	ATTENDANCE
Bergman, Anita	93%
Boutilier, Lloyd	67%
Connolley, Pat	100%
Elford, Loretta	100%
Everett, Marie	100%
Fisher, Tyonne	93%
Knuttila, Murray	87%
Leier, Bryan	87%
Poitras, Bev	80%
Semenchuck, Gary	67%
Taylor, Alex	87%
Ward, Chuck	100%

Committee Membership and Meeting Attendance

Resource Accountability Committee

- Finance
- Audit
- Accreditation
- Capital & Finance
- Human Resources

Members	Attendance
Boutilier, Lloyd	70%
Connolley, Pat	71%
Elford, Lorreta	80%
Fisher, Tyonne	100%
Leier, Bryan	100%
Poitras, Bev	100%
Semenchuck, Gary	80%
Taylor, Alex	67%

Executive Committee

- Meetings & Agendas
- CEO Liaison & Evaluation
- Board/Development Education
- Board Policy
- Development /Review
- Strategic Accountability

Members	Attendance
Bergman, Anita	78%
Boutilier, Lloyd	67%
Connolley, Pat	100%
Knuttila, Murray	100%
Leier, Bryan	78%

Services & Programs Committee

- Quality Care/ Patient Safety
- Medical Affairs

Members	Attendance
Bergman, Anita	100%
Connolley, Pat	75%
Everett, Marie	100%
Fisher, Tyronne	100%
Knuttila Murray	100%
Poitras, Bev	86%
Taylor, Alex	86%
Ward, Chuck	82%

Community Partnerships Committee

- Community Advisory
- Networks
- Public Relations
- Partnerships

Members	Attendance
Bergman, Anita	100%
Connolley, Pat	86%
Elford, Loretta	86%
Everett, Marie	100%
Knuttila, Murray	100%
Ward, Chuck	86%

For biographical and contact information regarding the board members of the RQHR, visit the website, www.rqhealth.ca.

In August 2002, the passing of *The Regional Health Services Act* not only brought 12 health regions into existence, but it also gave them the formal mandate to establish Community Advisory Networks (CAN).

The goal of these networks was to ensure that health authorities would benefit from the advice and input of local citizens when setting priorities and direction for health services. The importance of maintaining effective links with community leaders, consumer groups, education and social agencies was seen as a priority for CANs.

In response to this mandate from government, the RQHR Authority, passed a motion that formally approved a framework of four geographically based CANs composed of up to 15 persons each to serve the health region. The new networks were the Central Community Advisory Network; East Community Advisory Network; Regina Community Advisory Network; and North Community Advisory Network.

The mandate of Community Advisory Networks fits with the vision of the Health Region of "creating healthy individuals, families and communities." The establishment of networks not only provides the Authority with advice and perspective on the direction of health services, but it also signifies involvement in a process whereby citizens are responsible and accountable for their own health. Taking personal ownership of one's health, and ensuring that health services meet the needs of the Region, are important touchstones for CANs and the Regional Health Authority (RHA). The networks themselves are sources of information with respect to the health needs and services of their respective areas, and in advising the RHA on a variety of health related issues.

Information about the RQHR is available on the Region's website at www.rqhealth.ca and in our quarterly publication, *HealthNews*. The Web site contains information on our programs and services, news items, and general health information. HealthNews, which is delivered to each household in the Region, contains the Chairperson's message and advice about healthy living, as well as information on programs and services offered by the Region.

The Region also has a responsibility to communicate with all of its employees, as well as some 500 physicians who work within the Region but are not all employees. To ensure timely communication, we produce a weekly electronic newsletter, *e-link* is produced for our staff and a monthly publication for physicians, *The Physician*.

Payee Disclosure List

The following payee disclosure list is provided to the public as a requirement of all regional health authorities, and as part of the commitment of the Regional Qu'Appelle Health Region to transparency and accountability. Please note that dollar amounts to individuals may include overtime payments; week-end, evening or other shift premiums; other premiums; and reimbursement for out-of-pocket expenses such as meals or travel.

According to "The Local Authority Freedom of Information and Protection of Privacy Act" employee salaries are not considered personal information, and are not exempt from public disclosure.

These lists are also available for viewing upon request, during regular business hours, at any of the Region's health sciences libraries, located at the Regina General and Pasqua hospitals, and the Wascana Rehabilitation Centre.

Abadieno, Linda	$115,293	Asante, Ethelda	67,904	Beaurivage, Ginger	54,481	Blackmer, Barb	66,804
Abbas, Zahid	67,800	Askin, Susan	58,054	Bechard, Carol	85,502	Blackmore, Christie	76,246
Abbott, Yvonne	50,513	Assman, Lori	67,465	Beck, Jeanette	62,257	Blackwell, Maitland	61,685
Abell-Thorne, Cathie	55,939	Ast, Bonnie	60,871	Beck, Lynanne	73,694	Blair, Brenda	57,994
Abelli, Sandra	64,920	Ast, Marie	89,522	Becker, Gail	64,303	Blair, Ruth	74,795
Abera, Elsabet	78,455	Ayer, Janet	71,934	Begg, Elizabeth	74,342	Blayone, Sherie	62,096
Ackles, Danae	83,577	Baber, Carla	52,367	Beggs La Riviere, Gail	70,884	Blommaert, Patricia	76,846
Adair, Carol	66,141	Babuik, Richard	71,743	Beggs, Ryan	62,826	Blommie, Elaine	66,869
Adamiak, Bonnie	56,758	Bachman, Agnes	64,150	Behnke, Wanda	63,868	Blondeau, Rena	62,700
Adamko, Brenda	58,770	Bachmann, Linda	73,496	Behr, Glen	73,206	Bobetsis, Gus	67,403
Adams, Michael	66,060	Bachorick, Beverly	53,664	Beisel, Patricia	69,191	Bobetsis, Spero	53,154
Adcock, Stanley	52,895	Backlin, Dale	65,765	Beitel, Catherine	71,977	Boczulak, Dianne	70,416
Ahlquist, Elijah	59,306	Bacon, Peggy	66,624	Beitel, Laura	67,532	Bodani, Jayalaksh	342,178
Ahmed, David	112,401	Badgley, Catherine	83,962	Beitel, Linda	86,173	Bodnarchuk, Linda	68,741
Aho, Marlene	63,087	Baer, Elizabeth	74,847	Belay, Sherry	61,345	Bodnaryk, Sharon	66,475
Aire, Abdellah	68,865	Bailey, Patricia	65,240	Bell, Alison	60,096	Boehlen, Reid	62,361
Akan, Joseph	65,249	Baily, Karen	69,708	Bell, Debbie	62,764	Boehm, Darryl	81,050
Akot, Marwein	63,726	Bain, Diane	61,172	Bell, Jerry	70,502	Boehm, Michelle	72,824
Alarcon, Irene	65,037	Baton, Susan	84,594	Bell, Kerri	66,565	Boehmer, Mavis	51,452
Aldinger, Anita	69,257	Bajo, Arnulfo	107,850	Bell, Stacey	61,875	Boey, Joan	63,442
Aldous, Leo	52,539	Baker, Jill	51,257	Bellamy, Judith	62,503	Bogdan, Janet	62,897
Alevison, Delphine	56,073	Baker, Tricia	65,712	Bellavance, Gord	69,668	Belen, Carla	78,842
Alfano, Beverly	72,691	Balak, Janet	71,308	Bellegarde, Jennifer	63,287	Bondarchuk, Eric	93,714
Alfonso, Brenda	66,528	Balch, Laurie	66,793	Bender, Barbara	66,772	Bonderoff, Hazel	63,378
Ali, Meemuna	55,774	Baldock, Rita	63,491	Benedik, Connie	73,389	Bonk, Esther	71,383
Aljada, Ibrahim	299,224	Baldos, Evelyn	69,234	Benitez, Engelbert	73,090	Booker, Elizabeth	63,904
Allan, Bruce	50,494	Balfour, Don	50,998	Bennett, Lori	62,647	Booker, John	79,192
Allard Johnson, Michelle	60,902	Ball, Dorothy	63,046	Benoit, Deborah	64,480	Booty, Kerry	50,573
Allen, Marla	50,906	Balycky, Annette	62,198	Benoit, Linda	65,279	Bordas, Fred	69,402
Allenbrigs, Marilee	63,684	Bamfoout, Heather	58,678	Benard, Nathalie	58,785	Bordynuk, Monique	60,105
Almassy, Nicole	55,362	Banbury, Phoebe	51,154	Bereti, Lorilee	64,150	Bosovich, Darlene	51,499
Alport, Edward	416,286	Bancescu, Sheilda	77,960	Berezuk, Chantel	88,917	Boucher, Celeste	59,117
Alport, Lois	60,532	Bandur, Lori	52,199	Berezowski, Mark	56,041	Boucher, Scott	57,789
Alston, Candace	70,302	Banuls, Margaret	79,129	Bergquist, Lorie	76,764	Boulet, Nathan	66,669
Amyotte, Bernadett	62,266	Bank, Karen	55,665	Bernhardt, Geraldine	60,646	Bowen, Donna	50,149
Andersen, April	59,872	Banning, Sharon	74,189	Betz, Brenda	65,812	Bowen, Francis	262,144
Anderson, Carol	65,799	Bannon, Mervin	54,644	Beutel-Fox, Bonny	62,359	Bowman, Jane D	78,687
Anderson, Carolyn	64,254	Baran, Vivian	56,057	Beutler, Cheryl	50,429	Bowman, Janelle	76,254
Anderson, Janet	68,182	Barber, Susan	56,751	Beutler, Linda	65,474	Boyd, Darlene	69,870
Anderson, Sandra	52,885	Bardal, Terry	78,087	Beutler, Muriel	65,749	Boyd, Marion	67,740
Anderson, Sharon	76,500	Barham, Carol	60,617	Biasotto, Dana	54,149	Bradley, Shelly	52,232
Andreas, Trent	59,984	Barkman, Louise	60,165	Biberdorf, Lisa	66,637	Brady, Janice	56,218
Andrews, Naomi	59,781	Barnard, Herman	58,730	Bichel, James	72,710	Brady, Ray	54,715
Angielski, Verna	77,096	Baron, Michael	65,742	Bidwell, Nicole	78,364	Braithwaite, Donna	62,294
Antal, Jonathan	90,464	Barr, Taryn	69,953	Biech, Lauri	72,373	Braithwaite, Rhonda	64,422
Antonio, Angela	60,818	Barrett, Pauline	64,972	Bien, Marilyn	64,437	Brandt, Aimee	58,721
Apperley, Barry	68,955	Barth, Carol	66,672	Bigalky, Angela	51,164	Braun, Dona	61,499
Appleby, Shannon	50,840	Bateman, Enid	67,533	Bigalky, Jodie	53,738	Braun, Jacquelin	62,561
Aramis, Stefanie	54,847	Bathgate, Debra	71,838	Birchard, Lynn	59,448	Bremner, Carolyn	80,381
Arbuthnot, Blair	72,849	Batiuk, Tayne	56,506	Bird, Linda	77,086	Brewer, Jennifer	54,177
Archer, Yvonne	66,057	Bauer, Egastina	78,412	Bird, Verna	63,716	Brewster, Cara	62,111
Argue, Erin	52,734	Baumann, Nancy	56,626	Birns, Beverley	75,210	Brezinski, Lori	59,930
Arguin, Len	77,986	Baumgartner, Karen	65,850	Birns, Heather	51,420	Brian, Daniel	57,200
Arguin, Patricia	66,320	Baumgartner, Nina	58,800	Bishop, Barbara	60,829	Briand, Sandra	66,573
Arklie, Chris	59,571	Bearss, Leslie	66,667	Bishop, Sharon	69,391	Bridgeman, Greg	55,218
Armstrong, Shavon	64,922	Beaton, Debbie	83,255	Bissett, Sandra	67,090	Briere, Bonnie	76,586
Arnold, Arleene	52,509	Beattie, Kathryn	71,583	Bizzarri, Arlene	80,055	Briere, Celeste	77,354
Arnold, Kevin	52,562	Beauchesne, Elaine	61,389	Bjelland, Pamela	61,975	Brigdear, Marie	59,668
Arscott, Susan	64,374	Beaudoin, Trina	59,686	Bjerland, Glorianne	73,313	Brin, Jolyn	64,292
Arvidson, Kristin	74,976	Beaurivage, Barbara	56,172	Black, Marilyn	79,038	Bristol, Ken	75,437

Broadfoot, Blair	69,932	Byrne, Anna	56,247	Cheney, Janet	60,728	Craig, Angeline	63,664
Brockman, Anita	61,884	Cabacungan Ecim, Clarina	67,088	Chernesky, Karen	77,695	Craig, Dawn	66,428
Brockman, Shannon	51,883	Cabigon, Enrico	378,143	Chervaty, Darren	78,164	Craven, Valorie	64,645
Brodziak, Shelley	64,287	Cadrin, Louise	60,815	Chervaty, Gail	67,782	Crawford, Judy	50,299
Bromm, Jennifer	62,234	Caithcart, Richard	65,969	Chesters, Patricia	54,099	Crerar, Elsie	67,318
Brooks, Alex J.	55,627	Calam, Elizabeth	66,296	Chestney, Sherry	56,116	Crittenden, Shirley	64,679
Brooks, Denise	68,029	Calder, Doug	101,997	Chevalier, William	63,876	Crone, Darlene	64,887
Brooks, Jennifer	58,725	Calhoon, Mae	52,451	Chew, Foong Mei	58,741	Crookshanks, Carolyn	62,812
Brossart, Cory	73,961	Calimente, Doris	63,541	Chijde, Valda	80,250	Cross, Beverley	52,610
Brotzel, Susan	63,802	Calland, Bryan	88,260	Chipanshi, Mary	52,079	Cross, Bryan	76,060
Broughton, Marlene	93,581	Callum, Marilyn	65,062	Chisholm, Joanne	89,903	Crowe, Nanciann	52,501
Brown, Beverly	71,389	Calvin, Jennifer	58,377	Chomos, Heather	61,894	Crowley, Karen	60,258
Brown, Bonnie	69,692	Cameron, Bonnie	70,089	Chomyn, Terry	61,213	Crozier, Margaret	72,359
Brown, David	56,170	Cameron, Faith	84,481	Chorney, Linda	73,098	Crozier, Stella	58,049
Brown, Janice	66,869	Cameron, Julie	50,709	Chorneyko, Anita	73,138	Cruise, Loretta	80,270
Brown, Jeannine	103,140	Cameron, Katherine	62,867	Christensen, Donna	61,430	Crump, Irene	54,640
Brown, John	77,715	Cameron, Kathleen	65,027	Christensen, Robert E	60,981	Cuddington, Terry	72,591
Brown, Marlene	70,765	Cameron, Rita	67,619	Christiansen, Jeffrey	69,136	Culig, Ernesto	55,866
Brown, Nancy	75,852	Cameron, Tina	61,233	Christoph, Valerie	112,979	Culig, Glory	135,431
Brown, Shauna	52,951	Camins, Jocelyn	91,511	Christopherson, Catherine	60,578	Culling, Carla	67,807
Brown, Tracy	55,860	Campbell, Brenda	61,213	Christopherson, Kim	50,838	Currie, Lisa	56,212
Brownlee, Dianne	62,794	Campbell, Colleen	52,979	Chu, Florence	65,911	Currie, Lynne	93,354
Brubacher, Mary	77,405	Campbell, Daniel	53,623	Churchman, Carol	68,973	Currie, Marg	58,061
Brundage, Diane	59,444	Campbell, Gordon	52,705	Churko, Donna	68,394	Currie, Nicolle	55,703
Bruneau, Louise	73,400	Campbell, Jared	80,226	Cibart, Janice	68,393	Curry, Glenna	61,656
Bryant, Lenore	62,245	Campbell, Jennifer	54,729	Ciuca, Judith A	72,535	Curtis, Deborah	96,807
Brydon, Daniel	60,023	Cano, Laura	71,968	Clare, Robert	77,275	Curtis, Patricia	63,589
Bryson, Genevieve	95,649	Capewell, Kathryn	63,871	Clark, Carole	70,614	Curtis, Rob	69,480
Buchanan, Linda	69,683	Caragata, Cindy	50,520	Clark, Jamie	60,762	Cwynar, Chr...	59,775
Bucko, Tracy	64,102	Cargill, Brad	70,030	Clark, Velda	85,277	Daaza, Rosemary	64,997
Buckoski, Mary	65,072	Carlson, Ed	56,518	Clarke, Carolynn	57,369	Daborn, Jacquelin	69,105
Buddecke, Judith	77,997	Carlson, Lorri Ann	82,411	Clarke, Deborah	55,367	Dahl, Linda	51,987
Budinski, Holly	66,084	Carlson, Sandra	63,200	Clarke, Norman	58,739	Daku Owens, Dianne	76,852
Bueckert, Devin	70,521	Carlson, Stephanie	61,469	Clarkson, Tracy	61,797	Daku, Bonnie	52,713
Bueckert, Kimberly	60,685	Carlson, Teresa	68,770	Clay, Adeline	52,574	Daly, Jason	55,906
Buemio Campbell, Cecilia	102,507	Carr, James	50,935	Clein, Lawrence	204,175	Dancsok, Marie	62,968
Buergel, Robyn P.	60,797	Carr, Lee Ann	54,820	Clement, Loreen	70,822	Danielson, Carla	58,442
Bugera, Claudette	64,243	Carr, Lisa	50,553	Clemmensen, Jolene	50,896	Danielson, Deborah	77,779
Bugoy, Ken	92,650	Carson, George	215,252	Coates, Nancy	88,158	Danylczuk, Mike	59,986
Bugyi, Shari	71,029	Carson, Ramona	54,703	Cobbledick, Bev	54,185	Danyliw, Brian	71,904
Buhler, Tracy	61,254	Carton, Susan	70,050	Coburn, Ronald	79,868	Darjes, Paulette	68,243
Bullivant, Linda	63,806	Carubio, Ruth	94,716	Code, Barbara	65,330	Dartige, Mona	55,985
Bullock, Linda	52,701	Carvell, Jennifer	71,333	Colclough, Arthur	74,625	Daschle, Lisa	67,741
Burant, Colette	67,380	Carvell, Leona	71,363	Cole, Tanis	67,437	Davalos, Pablo	64,506
Burchi, Jo Anne	59,191	Casemore, Chris	65,564	Coleman, Jean	50,999	Davidowich, Lorne	82,772
Burkitt, Shannon	70,694	Cazakoff, Sharon	69,225	Coles, Kathy	60,605	Davidson, Barbara	108,166
Burnay, Gisele	68,484	Cerato, Janice	66,824	Colin, Ronald L	80,390	Davidson, Colleen	61,005
Burns, Carol	50,935	Chabot Baker, Jeanne	57,889	Connolly, Trevor	254,833	Davidson, Vivian	69,353
Burns, Lorraine	54,932	Chalupiak, Carmen	50,210	Contreras, Gisela	70,512	Davies, Karen	51,875
Burns, Michele	54,694	Chamberlin, Lisa	72,225	Cooper, Christina	51,579	Davies, Valerie	88,787
Burns, Nicola	61,364	Chamney, Hali	59,936	Cooper, Daniel	57,617	Davis, Dawn	102,796
Burns, Susan	62,882	Chan, Michael	57,563	Cooper, Ronald	74,160	Dawson, Lorna	62,868
Burton, Linda	73,570	Chang, David	62,900	Corkery, Judith	68,191	Day, Christine	66,246
Busch, Julie	68,293	Chapman, Brenda	81,874	Cote, Marion	62,139	Dayne, Jacquelen	74,657
Buss, Florence	58,495	Chapple, Alan	86,145	Cote, Shannon	66,380	Dean, Kathy	54,600
Butler, Joyce	73,121	Charette, Brenda	68,114	Coulson, Carla	54,329	Dearle, Bonnie	62,976
Butler, Karen	71,741	Charleson, Sharon	92,573	Coulter, Bill	92,959	Debaets, Marcie	55,956
Buzash, Robert	59,950	Chartier, Lanaya	65,491	Coulthard, Maureen	79,440	Debassige, Laura	76,364
Buzila, Dora	94,233	Chartrand, Rhonda	58,591	Cox, Twana	66,576	Debesai, Michael	51,045
Bye, Myrna	72,436	Chatterson, Kelly	55,864	Cozine, Denise	63,878	Decano, Felina	108,041

Deck, Suzanne	93,723	Domstauder, Candace	73,354	Emery, Alison	50,812	Fisher, Monique	95,464
Decorby, Janine	56,244	Domstauder, Kenneth	59,318	Engel, Linda	59,662	Fitzgerald, Jeremiah	72,705
Deets, Barbara	69,686	Dosenberger, Elaine	52,774	Engel, Patricia	66,994	Fitzsimmons, Donald W.	57,897
Degelman, Marilyn	70,654	Dovell, Peggy	83,783	Engele, Kathleen	86,361	Fitzsimmons, Wesley	59,401
Degooijer, Joy	51,376	Down, Barbara	58,493	Engen, Kathy	77,237	Fizzard, Andrea	62,416
Deis, Patricia	60,538	Downey, Scott	73,397	English, Darcy	52,595	Fizzard, Sheldon	72,855
Deis, Patti	62,256	Drackett, Nancy	69,873	Enright, Arlene	72,206	Fladager, Lisa	75,463
Dela Cruz, Theresa	68,999	Drake, Peggy	66,798	Entner, Darren	87,674	Flaman, Deborah	58,394
Delainey, Linda	60,809	Draper, Kelli	53,999	Erhart, Carolyn	82,849	Flaman, Jeanne	50,313
Delsnider, Allison	52,071	Dreher, Annemarie	57,901	Erick, Brenda	50,000	Flaman, Nancy	83,327
Demers, Anne	63,842	Droder, Danielle	75,006	Erickson, Heather	64,798	Flaman, Sharon	71,653
Demerse, Vicki	59,713	Dubin, Michelle	65,807	Erickson, Judith	54,314	Fleece, Jason	57,886
Demoskoff, Darlene	65,212	Duchak, Catherine	65,214	Erman, Connie	55,859	Flegel, Joanne	60,685
Deneiko, Lyndsay	59,814	Dufour, Debra	55,350	Ernst, Jacquelin	56,778	Fleming, Donna	55,982
Denny, Barbara	73,391	Dufour, Debra	62,996	Eros, Hazel	54,288	Flengeris, Helen	59,947
Denouden, Kathleen	57,906	Duke, Cheryl	64,100	Erwin, Dre	77,512	Fletcher, Rhonda	58,449
Dentremont, Andre	67,203	Dumelie, Patrick	181,504	Escanlar, Anabellee	69,108	Flood, Ramona	67,219
Derksen, Kathy	50,060	Dumont, Edgar	68,465	Espenell, Gaye	61,552	Flude, Jeanne	51,374
Derow, Lovadie	51,015	Dumont, Erica	62,657	Euracba, Cecilia	74,137	Fluter, Glenda	65,906
Derrick, Roy	106,857	Dumont, Loreen	64,640	Euteneier, Sandra	73,626	Fluter, Lenore	63,821
Desjardins, Annette	56,353	Duncan, Shelley	53,505	Evans, Donna	65,423	Fogolin, Karyn	68,702
Desrochers, Miranda	60,988	Duncan, Wendy	67,473	Evans, Donna	137,777	Fohr, Chris	64,164
Desrosiers, Bernard	58,434	Duncanson, Judith	66,766	Evans, Leah	63,551	Folgering, Tina	53,316
Devaraj, Ramachand	288,780	Dunfield, Vera	73,815	Evans, Lorna	73,537	Folk, Ronald	69,663
Devennes, Stella	70,804	Dunford, Lynette	63,153	Exner, Joann	59,219	Fonger, Carol	59,968
Devine, Sandra	69,267	Dunkeld, Diedre	70,331	Fahlman, Dana	61,464	Fontaine, Leanne	58,853
Devvald, Connie	63,332	Dunphy, Corry	57,370	Fahlman, Joann	54,683	Forbes, Heather	59,283
Dewitt, Kathryn	60,149	Dunville, Deanna	63,887	Farkas, Lynnmarie	56,557	Ford, Grace	63,974
Dhaliwal, Mohinder	56,245	Dutchak, Kristen	92,642	Farley, Margaret	72,223	Ford, Laura	62,488
Dhas, Anita	59,110	Dybvig, Colleen	74,789	Farmer, Carol	58,372	Fornvald, Elizabeth	57,420
Dhillon, Kam	82,323	Dyck, Darla	73,870	Farnell, Sheila	57,899	Forrester, Laurine	67,828
Dickie, Kim	52,441	Dyck, Donna	64,727	Farr, Lorie	61,671	Forsberg, Peggy	64,667
Dickie, Sheila	60,394	Dyck, Jennifer	51,689	Farrell, Grace	53,146	Forshner, Ruby	65,259
Dickie, Stephen	92,845	Dyck, Kimberly	52,136	Farrow, Vicki	60,180	Foster, Lori	63,235
Dickin, Tamara	68,602	Dynna, Lisa	60,496	Faucher, Lyanne	66,823	Foster, Monica	65,323
Dickson, Diane	66,805	Dzuba, Mandi	54,221	Fauchon, Michelle	65,458	Fouhse, Brian	51,362
Dickson, Karen	58,374	Earnshaw, Karen	66,732	Faye, Ian	82,371	Found, Jodi	56,467
Dielschneider, Lori	99,736	Earnshaw, Theresa	76,742	Federkiw, David	64,278	Fowler, Linda	57,030
Dielschneider, Lynne	62,985	East, Lori	66,710	Federspiel, Karen	73,164	Fox, Colleen	57,437
Dieser, Tania	236,395	Easton, Bonnie	72,550	Fedirko, John	111,650	Frainpont, Wendy	60,962
Dima, Anda	54,805	Eberts, Lori	70,218	Fedirko, Lori	56,368	Francis, Barbara	67,379
Dimler, Marcia	60,244	Eckert, Laurie	69,845	Fehr, Elaine	61,796	Francis, Dev	64,933
Dixon, Lois	65,293	Edge, Linda	69,009	Fehr, Wendy	66,544	Francis, Lynda	78,915
Dmyterko, Sylvia	51,357	Edmands, Jeff	77,904	Feltin, Susan	56,429	Fraser, Holly	78,849
Dmyterko, Zenia	51,907	Edwards, Joanne	62,801	Fennell, Thomas	50,133	Fraser, Judith	118,441
Dmytrov, Cory	72,317	Edwards, Nancy	61,814	Ferguson, Janet	59,777	Fraser, Marla	72,395
Doan, Pamela	50,760	Ehrlich, Victoria	70,638	Ferguson, Kathy	305,718	Fraser, Nicole	61,221
Dobra, Sandra	66,673	Ehrmantraut, Donald	80,001	Fernandez, Janis	66,703	Frasz, Cheryl	70,549
Dobson, Marlene	59,878	Eichhorst, Helga	58,311	Fesciuc, Kandace	50,836	Fraynak, Joanne	62,636
Doering, Frances	73,386	Ekberg, Roberta	75,726	Fesciuc, Kimberley	58,302	Freeman, Bonnie	60,342
Doerksen, Norma	55,867	Elder, Marian	63,036	Feser, Janice	54,684	Freeman, Joanne	74,225
Dolha, Lloyd	71,143	Eley, Maureen	61,778	Field, Susan	63,020	Freeman, Karol	67,207
Donald, Heather	72,641	Ell, Grettalyn	83,327	Filipchuk, Monica	57,227	Frei, Tasha	55,377
Donauer, Sharlene	60,214	Ell, Sandra	73,675	Filippi, Shelly	88,551	Frier, Debbie	58,789
Donison, Jennifer	61,844	Elliott, Heather	72,542	Fink, Wendy	66,929	Friesen, Della	64,036
Donnelly, Melissa	108,715	Elliott, Virginia	92,814	Fiorante, Connie	57,307	Friesen, Wendy	68,448
Donovan, Lisa	66,496	Ellis, Carla	67,497	Fischer, Claire	62,529	Frischholz, Tanis	69,054
Doran, Dana	50,402	Ellis, Sharon	52,559	Fischer, William	65,034	Frisko, Renee	62,736
Dorcas, Gail	84,856	Ellis, Tracey	85,174	Fishbook, Dayna	56,896	Fritz, Lola	54,943
Dorgan, Heather	68,339	Emeka Okere, Elizabeth	65,454	Fisher Phillips, Heidi	72,341	Frohlick, Jill	60,208

From, Sandra	72,865	Giokas, Shirley	79,967	Gunn, Gerald	69,475	Heathcote, Jon	64,594
Fromm, Linda	63,643	Girard, Susan	63,845	Guraluk, Sheila	76,005	Hedlund, Dave	103,452
Fry, Brenda	64,239	Glasser, Carol	73,546	Gurskey, Connie	66,365	Heebner, David	81,815
Fry, Dianne	70,411	Glasser, Lorna	55,573	Gurski, Penny	59,174	Heenan, Donald	53,059
Fry, Margaret	53,632	Glendenning, Lorraine	75,010	Gutwin, Kim	66,134	Hegedus, Beverley	62,483
Fuhro, Heather	53,528	Glettler, Marlene	61,853	Gwilliam, Rosella	78,446	Heimluk, Leanne	55,252
Funke, Annamarie	64,055	Glines, Gail	53,548	Haas, Erin	60,492	Hein, Carol	80,747
Gabel, Grant	72,897	Globa, Maryann	75,390	Habicht, Kyla	57,637	Heinrichs, Menno	77,628
Gabel, Leslie	63,312	Goetz, Anthony	55,598	Hadwen, Marilyn	60,818	Heinrichs, Pamela	73,218
Gabora, Balynda	66,075	Gogal, Shannon	52,162	Hagen, Naomi	73,765	Heisler, Doreen	60,294
Gabriel, Melissa	61,486	Gokavi, Christina	65,913	Haines, Winnifred	64,519	Heller, Wendy	59,908
Gadica, Sandra	69,089	Goldstone, Shannon	69,147	Hains, Deana	73,209	Henderson, Penny	64,172
Gallagher, Roxanne	75,297	Golem, George	73,440	Halbgewachs, Maxine	60,316	Hendrickson, Brenda	70,189
Gallais, Nicole	62,237	Golubovic, Dragan	75,753	Hale, Barbara	69,713	Henneberg, Patricia	55,765
Garchinski, Lori	68,956	Goodbrand, Ivy	66,486	Haleem, Fatima Za	64,359	Hennink, Maurice	223,989
Gardikiotis, Tracy	59,541	Goodtrack, Jacquelin	61,268	Hall, Collette	82,863	Henry, Doris	65,638
Gardner, Kerry	63,486	Gorin, Valerie	70,954	Hall, Shirley	58,771	Henry, Jenifer	73,202
Gardner, Linda	57,514	Gorrill, Faye	57,081	Hall, Trevor	75,816	Hepworth, Shelley	56,043
Garner, Dawn	59,917	Gotchia, Guylaine	100,459	Halldorson, Hallie	59,702	Herasymuik, Elaine	75,410
Garner, Donalda	55,124	Gottinger, Dorothy	54,714	Hameluck, Paul	60,935	Herauf, Reesha	50,335
Garratt, Sharon	82,873	Goudreau, Robert	59,841	Hamer, Jody	68,383	Herbison, Sherry	64,231
Garstin, Connie	66,294	Goudy, Myles	53,652	Hamilton, Mary	66,715	Herchuk Norris, Lorie	58,158
Gartner, Anne	66,302	Graefer, Sally	51,365	Hammond, Janet	51,926	Herman, Jacquelin	64,322
Garven, Terri	67,915	Graessli, Dea	64,953	Hanna, Shari	54,689	Hernando, Jessica	69,032
Gasper, Jennifer	65,498	Graff, Yvonne	74,621	Hannah, Rhonda	75,297	Herod, Elizabeth	63,974
Gate, Melissa	73,086	Graham, Arlene	59,094	Hannah, Suzanne	68,963	Heroux, Martin	264,745
Gattinger, Clare	62,540	Grainger, Valerie	51,497	Hanson, Brenda	98,164	Herr, Greg	52,817
Gauthier, Debbie	63,930	Grammatico, Dino	386,758	Harder, Brenda	62,027	Herzog, Sharla	57,030
Gawley, Barbara	61,493	Grand, Stephanie	76,492	Harkness, Cara	61,929	Hewitt Creek, Gabrielle	65,777
Gelinas, Faye	57,228	Grandish, Susan	80,393	Harle, Connie	64,094	Hewitt, Lisa	52,572
Gentles, Shirley	97,736	Granello, Yvonne	65,205	Harrison, Heather	53,877	Heywood, Danae	52,031
George, Tricia	71,819	Granger, Morag	77,864	Harrison, Ian	70,293	Hicke, Janice	63,451
Gerein, Brenda	58,256	Grasby, Murray	52,739	Harrison, Kimberley	63,161	Hickey, Jacquelin	60,589
Gerein, Ruth	56,490	Gray, Carolyn	75,031	Harrison, Lorne	61,693	Hickie, Laurie	54,805
Gerhardt, Theresa	64,852	Greaves, Annemarie	72,549	Harrison, Scott	62,305	Hicks, Tara	63,044
Germaine, Sandra	80,164	Greaves, Patricia	62,258	Hart, Amanda	57,438	Hiebert, Brenda	69,360
Gessner, Dusten	60,308	Grebinsky, Cindy Lou	92,742	Hart, Heidi	52,262	Hiebert, Orrey	73,506
Gettle, Peggy	59,734	Green, Dianne	63,974	Hartley, Karen	66,175	Hiebner, Linda	57,963
Getz, Alice	72,002	Green, Lenore	67,120	Hartley, Laurie An	67,626	Hildebrand, Teresa	61,467
Ghaniabadi, Dianna	174,206	Greene, Verla	63,322	Hartley, Teresa	57,693	Hildred, Colin	59,159
Giannini, Rita	51,392	Greenhow, Harriet	63,131	Hartness, Collin	75,439	Hill, Joanne	86,467
Gibson, David	60,180	Greenwood, Mary Lou	57,354	Hartney, John	73,842	Hill, Keith	52,670
Gibson, Drew	52,563	Greenwood, Pat	74,596	Harty, Carolyn	66,886	Hill, Micheal	65,072
Gibson, Janice	59,583	Gregoire, Barbara	61,274	Harvey, Ella	68,046	Hill, Sandra	80,867
Gibson, Jeff	104,710	Griffin, Denise	53,659	Harvey, Patricia	60,647	Hillier, Justin	68,586
Gibson, Lorelei	57,663	Griffiths, Tara	71,271	Hassan Youssef, Mohamed	83,570	Hillyard, Leonard	59,964
Gibson, Sandra	59,732	Grigg, Karlee	63,049	Hauglum, Jodi	67,102	Hipfner, Carol	59,685
Gieg, Brian	66,054	Grills, Gloria	58,609	Haukaas, Barry	65,073	Hitchcock, Edward	57,438
Gieni, Shirley	65,997	Grimm, Helen	72,754	Hauser, Jeff	68,974	Hitchcock, Trudy	87,174
Gies, Nora	58,039	Grona, Dan	51,299	Hauser, Kara	61,940	Hladun, Deanna	78,243
Giesinger, Katherine	64,098	Gronhovd, Wanda	61,326	Hawco, Nicole	63,834	Hnidek Wilson, Lydia	67,401
Gilbert, Ingrid	79,115	Gross, Linda	73,468	Hawes, Cynthia	57,642	Hockley, Elaine	75,302
Gilbert, Jennifer	63,647	Grund, Tracy	56,448	Hawken, Jasmine	54,434	Hodges, Rachel	62,644
Giles, Penny	63,303	Guenther, Sharon	56,177	Hawkins, Cynthia	66,396	Hodgson, Barbara	65,002
Gilewicz, Dennis	90,681	Guerra, Fernando	58,911	Haydalo, Elwood	71,593	Hodson, Dellina	59,672
Gilewicz, Eileen	64,472	Guerrero Oneil, Marielena	67,927	Hayes, Margaret	81,913	Hoeflicher, Jean	51,145
Gill, Marianne	64,858	Guest, Anne	86,137	Hayes, Penny	50,317	Hoeft, Marie	53,725
Gillanders, Jennifer	62,538	Guillemin, Jo Anne	65,499	Hazen, Michelle	54,280	Hofer, Sandra	61,694
Gillespie, Carla	51,771	Gulle, Veronica	64,185	Heaney, Celeste	76,255	Hoff, Judy	67,523
Gilroy, Karin	65,907	Gummeson, Marvellen	69,702	Heathcote, Debra	56,681	Hoffart, Jan	59,983

Hoffert, Michele	53,680	Hughes, Robin	260,049	Johannson, Kevin	59,925	Keenan, Louise	107,583
Hoffman, Shelley	65,396	Hugie, Beata	52,369	Johns, Kirby	85,128 J	Keep, Sandra	56,899
Hoffmeyer, Anette	65,856	Hui, Bosco	66,487	ohnson, Brenda	71,288	Kehrig, Nicole	57,452
Hogg, Sarah	99,240	Hungle, Christine	56,415	Johnson, Dawn	50,486	Keichinger, Lynette	57,830
Holden, Amy	61,460	Hunko, Valerie	88,230	Johnson, Janis	80,314	Keith, Ellen	77,562
Holden, Kathryn	68,979	Hunt, Debbie	53,158	Johnson, Jeannette	64,989	Keleman, Darlene	57,555
Holland, Karilee	59,157	Hunt, Stacy	66,153	Johnson, Julie	64,712	Keller, Leigh	66,580
Holliday, Sharon	66,918	Hunter, Della	81,226	Johnson, June	55,869	Kellington, Beverly	71,845
Hollinger, Colleen	52,699	Hunter, Nancy	69,397	Johnson, Laurie	68,870	Kellington, Grenda	68,037
Hollinger, Wanda	50,027	Hunter, Susan	84,295	Johnson, Pamela	61,515	Kelln, Cheryl	57,431
Hollis, Ruth	52,030	Huntley, Donna	72,241	Johnson, Patti	72,340	Kelly, Bette	58,985
Holmes, Marcia	66,900	Husak, Margaret	56,112	Johnson, Penelope	60,118	Kempton, Brian	61,045
Holt, Cheryl	60,626	Husum, Cheryl	53,799	Johnson, Sara	58,375	Kendrick, Susan	64,860
Holt, Shawna	52,096	Hutchings Besse, Janice	88,481	Johnson, Sherry	68,096	Kennedy, Leigh	69,095
Holt, Terresa	54,114	Hutchinson, Marian	117,445	Johnson, Vaughn	86,162	Kennedy, Rachel	54,089
Holt, Trina	60,254	Hutchinson, Shirley	50,986	Johnston, Heather	73,077	Kennedy, Trena	57,203
Homes, Brenda	56,580	Hutt, Amy	63,547	Johnston, Jolene	59,852	Keulen, Lynn	70,361
Homes, Wendy	64,139	Huys, Deborah	77,215	Johnston, Lorraine	73,747	Keyowski, Terrance	60,780
Hominuke, Shari	53,153	Hyer, Jeanne	53,142	Jolly, Shannon	57,994	Keyowski, Theresa	71,127
Hooker, Cara	66,019	Iannetta, Victoria	58,327	Jones, Edward	393,621	Khalifa, Amer	386,772
Hooper, Vivian	56,377	Ingham, Darren	68,636	Jones, Karen	85,653	Khan, Bibi	113,486
Hopfauf, Lori	71,559	Ingham, Dianna	68,901	Jones, Sandra	70,252	Kiel, Hyun	60,399
Hopkin, Erin	66,459	Ingleby, Joanna	57,183	Jonsson, Meranne	60,974	Kinaschuk, Karen	56,148
Hopkins, Anna	53,839	Ingram, Jennifer	67,675	Jordens, Jamie	62,923	King, Brenda	64,012
Horbach, William	126,584	Ingram, Lynne	63,416	Jordheim, Gerald	59,383	King, Garry	87,888
Horejda, Natalie	69,939	Ingrouville, Bonny	62,950	Jors, Roberta	69,956	King, Marlene	65,438
Horne, Iris	56,457	Innes, Heather	78,541	Joseph, Roy	53,447	Kinneberg, Lorie	62,654
Horse, Lucille	52,482	Ireland, Evelyn	69,523	Jumaga, Evelyn	59,561	Kinney, Wendy	99,396
Horsman, Paulette	106,243	Irvine, Erin	62,596	Kaban, Glenda	156,312	Kirby, Angus	356,572
Horton, Christine	73,537	Isaac, Michelle	73,444	Kabatoff, Tamara	64,823	Kirby, Joanne	66,484
Horvath, Joyce	60,708	Isaak, Joan	71,077	Kach, Deborah	66,598	Kirby, Lois	68,153
Horvat", Julie	60,030	Ismond, Carla	67,415	Kachaluba, Tamara	66,113	Kirsch, Joyce	60,531
Horvath, Lois	77,247	Issel, Brenda	63,487 I	Kaedan, Annette	62,637	Kisilowski, Mary	56,621
Horvey, Lisa	63,194	ssel, Curtis	72,145	Kalapesi, Zarin	340,093	Kissel, Kevin	57,242
Hosaluk, Suzanne	73,669	Ivanochko, Elizabeth	89,903	Kambeitz, Gailene	61,403	Kitchen, Brent	75,106
Hough, Jan	57,640	Iverson, Paul	68,291	Kanchana, Manickam	110,456	Klassen, Carol	140,239
Hoult, Donna	63,902	Ives, Roger	57,580	Kanciruk, Pamela	69,508	Klassen, Cassandra	55,821
Hovind, Colleen	57,985	Izumi, Caroline	54,041	Kane, Kyra	53,010	Klassen, Nadine	59,649
Howat, Hennette	72,034	Jackiw, Susan	72,345	Kapell, William	51,430	Klassen, Peggy	57,690
Howden, Janice	65,443	Jackson, Alysia	56,225	Karapita, William	52,586	Klatt, Shayleen	62,813
Howell, Lorna	66,366	Jackson, Donna	67,527	Kardynal, Ben	72,012	Klebeck, Deana	74,660
Howie, Douglas	74,997	Jackson, Jeffery	65,432	Karnes, Flo	66,858	Klein, Carl	70,580
Hrynowetsky, Sheldon	79,151	Jackson, Joy	74,131	Karr, Theresa	50,829	Klein, Carollynn	68,096
Hryniuk, Crystal	55,539	Jackson, Linda	61,502	Karza, Phil	71,085	Klein, John	66,053
Huber, Charlene	62,278	Jackson, Shannon	78,928	Kashmere, Dianne	61,120	Klein, Lana	70,908
Huber, Sharon	71,489	Jackson, Sherry	63,332	Kasper, Sherri	56,673	Klein, Lori Lynn	69,714
Hubich, Fran	59,602	Jacobs, Dawn	60,640	Katchuck, Connie	52,859	Klein, Sandra	50,978
Hubick, Cheryl	68,979	Jacobson, Pat	53,858	Katchuck, Jennifer	57,600	Klein, Tom	88,776
Hubick, Jackie	61,174	Jacobson, Shelley	66,676	Katchuk, Dennis	51,962	Klempner, Dianne	51,461
Hudec Schweiger, Peggy	57,892	Janiskevich, M Judy	52,992	Kattler, Andrea	57,555	Kletchko, Joanne	64,088
Hudell, Melinda	65,709	Jardine, Jeannette	53,358	Katzberg, Blaine	76,984	Klevgaard, Linda	60,304
Hudson, Dena	54,154	Janikre, Alero	61,598	Katzberg, Kimberly	60,234	Klimek, Gail	70,359
Huebner, Sheryl	57,108	Jaster, Brian	58,165	Kay, Seonaid	66,464	Klotz, Kathy	51,234
Huel, Jean	63,713	Jeannot, Sharon	51,774	Kaye, Mary Anne	59,136	Klotz, Steven	79,801
Huel, Jeannette	54,703	Jennett, Steven	58,363	Kaytor, Jeanette	63,623	Kluk, Debra	70,119
Hueser, Mary Ann	69,101	Jensen, Chris	65,053	Kaytor, Jill	70,261	Kluk, Dennis	68,411
Huffman, Shanna	55,332	Jensen, Karen	57,722	Kaytor, Rae	58,624	Klyne, Barbara	51,892
Hugel, Eugene	73,289	Jeske, Beverly	69,548	Keating, Lynn	52,083	Klyne, Nadean	55,975
Hughes, Maureen	65,774	Jeske, Jacquelin	63,238	Kee, Chantelle	55,857	Knapman, Jamie	60,237
Hughes, Patricia	55,388	Jeske, Winona	65,530	Keenan Arp, Cathy	76,631	Knapp, Randall	94,697

Knowles, Elizabeth	59,871	Kuvek, Dale	65,179	Lehr, Craig	51,735	Lowey, Jana	52,310
Koch, Shannon	68,310	Kuzma, Bettyann	55,630	Lehr, Ellen	56,817	Lowey, Judith	56,025
Koffler Hubbs, Loralyn	86,014	Kwan, Davin	61,937	Leibel, Florence	56,376	Lu, Xiaoqing	62,237
Kohl, Dan	91,122	Kydd, Jason	62,715	Leibel, Greg	80,504	Lucero, Dranreb	67,429
Kohm, Karen	63,080	Kyle, Catherine	58,860	Leier, Barbara	58,552	Lucero, Jocelyn	60,679
Kokoski, Jodie	65,236	Kyrylchuk, Sharon	69,186	Leier, Owen	66,661	Luciak, Ken	83,959
Kolach, Danielle	51,675	Labatt, John	135,053	Leier, Rose	62,140	Luciuk, Cynthia	52,959
Kolb, Lavonne	67,790	Labossiere, Anita	65,648	Leier, Toulakone	70,592	Luciuk, Leann	57,231
Kolls, Lorna	60,644	Labuschagne, Berto	59,283	Leigh, Ada Mary	59,348	Luff, Pat	57,976
Kolodziejak, Lynette	58,206	Lacroix, Lori	65,660	Leippi, Dawn	53,282	Lukey, Patrick	63,633
Koltun, Margaret	73,084	Lafleur, Lisa	63,803	Leko, Carmen	51,525	Lund, Starla	66,554
Korchinski, Jaime	86,595	Lakhdari, Mohammed	61,433	Lemoine, Julie	57,840	Lunde, Kenda	50,787
Kosabek, Debbie	71,972	Lamarche, Shawn	67,361	Lemon, Diane	72,046	Lundeen, Coleen	68,869
Kosar, Delores	69,088	Lamers, Troy	86,669	Len, Dennis	71,730	Lundy, Debbie	75,839
Koshman, Dalynne	63,289	Landry, Timothy	85,371	Leniuk, Terri	57,073	Lunnin, Lori	53,258
Kostiuk, Cheryl	83,313	Lang, Bruce	74,561	Lenz, Christine	66,019	Lusk, Valerie	105,577
Kostiuk, Laurie	60,857	Lang, Danita	61,453	Lenzen, Taryn	67,363	Luther, Jeanette	60,164
Kot, Nancy	66,211	Lang, Edith	68,562	Leon, Tina	50,721	Lynch, Brant	59,229
Kot, Pamela	65,209	Lang, Michael	70,262	Leonard, Ellie	69,930	Lys, Catherine	54,790
Kotowich, Richard	64,991	Lange, Simon	60,451	Leptick, Kendra	62,674	Maas, Allison	72,162
Kotylak, Rhonda	58,879	Langevin, Monica	63,617	Lerner, Diana	59,844	Mabee, Sonja	55,343
Koutsoulis, George	69,364	Langford, Judy	54,065	Leroux, Judy	69,321	Macausland Berg, Dianne	62,745
Kowalski, Charles	145,912	Langford, Karen	69,893	Leruvet, Charmayne	68,173	MacDonald, Alison	53,520
Kozack, Katherine	75,160	Langstaff, Joan	78,138	Leshchyshyn, Crystal	51,535	MacDonald, Colleen	74,316
Kozak, Lori	63,582	Lanigan, Krista	60,583	Lesko, Sandra	56,999	Mack, Ellen	58,960
Kozak, Susan	50,147	Lanz, Lawny	85,306	Letain, Rae Lynn	71,754	Mackenzie, Bonnie	66,728
Kozak, Tammy	59,732	Larden, Ross	59,503	Letang, Arlis	76,977	Mackey, Denise	64,717
Kozakewich, Carol	59,780	Larkin, Colleen	55,122	Leugner, Loralyn	62,433	Macknak, Errin	62,483
Kozakewycz, Diane	70,338	Larmour, Brent	63,164	Levasseur, Eyke	65,887	Maclennan, Deborah	79,690
Kraemer, Diana	68,594	Larrivee, Diane	135,185	Leverick, Gordon	61,650	Maclennan, Lorne	67,475
Kraetzig, Maria	89,161	Larsen, Derrick	87,484	Leverington, Jessica	58,072	MacMillan, Leanne	56,930
Kraft, Sherry	78,192	Larsen, Judy	60,283	Levesque, Michelle	59,722	MacMillan, Robert	60,570
Krahenbil, Elizabeth	63,679	Larsen, Pamala	76,013	Lewicki, Laura	66,534	MacMillan, Ryan	52,107
Krahn, Kathy	63,038	Larson Olmstead, Arinda	64,018	Lewis, Bernice	69,537	Macnamara, Jean	70,254
Krahn, Sharon	64,559	Larson, Laureen	81,765	Lewis, Carol	51,758	MacPhee, Linda	67,444
Kramer, Joanne	65,748	Latimer, Wanda	56,318	Li, Beather	54,206	MacRobbie, Marion	54,058
Kramer, Nancy	74,854	Lato, Kimberly	58,737	Li, Qiuyan	224,275	MacTavish, James	63,997
Krause, Catherine	51,468	Latoski, Katherine	72,909	Li, Yali	51,573	Mader, Darlene	75,460
Kraushar, Larry	83,748	Lauagan, Milagros	52,885	Lindemann, Debi	52,119	Madrilejos, Estefania	66,854
Kreis, Debbie	65,471	Lauman Hartmier, Barbara	63,508	Lindsay, Rae	67,100	Magnuson, Maureen	64,982
Kreke, Doris	68,265	Laursen, Brian	153,611	Lindskog, Nicole	65,990	Magotiaux, D'Arcy	90,061
Kress, Dorena	67,517	Lawrence, Monica	75,490	Lindstrom, Jane	136,018	Mah, Jeffrey	56,540
Krieger, Laureen	64,253	Lawrence, Robin	58,841	Line, Douglas	58,949	Mahoney, Patricia	58,171
Kristoff, Anna	67,422	Lawson, John	74,056	Lionetti, Donna	71,534	Mahovsky, Larry D	67,137
Krogsgaard, Susanne	64,359	Layne, Bob	89,598	Lippai, Jennifer	53,275	Maier, Janet	66,304
Krohn, Sheila	63,645	Layton, Lorrie	56,656	Llarena, Melanie	97,878	Makelki, Catherine	76,348
Krysak, Kathleen	66,702	Lazurko, Susan	63,500	Lloyd, Kathleen	73,348	Makie, Catherine	58,459
Kubiak, Angela	65,299	Leblanc, Patricia	57,425	Lochbaum, Roberta	64,975	Maksymew, Sharon	64,680
Kuderewko, Wendy	57,503	Leboldus, Sylvia	63,308	Lockeridge, Keith	55,549	Malach, Shirley	63,471
Kuhtz, Tracy	72,234	Lebruno, Patricia	61,161	Lockert, Elizabeth	61,536	Malang, Edwin	83,436
Kula, Alicia	79,582	Lebruno, Roger	51,733	Lockert, Lori	69,829	Malang, Marissa	63,381
Kummer, Susan	61,737	Lechinsky, Debbie	52,258	Loffler, Janice	57,791	Malegus, Ken	62,748
Kuntz, Agatha	53,130	Lee, Angeline	97,208	Lolacher, Susan	66,790	Mali, Bahera	291,678
Kuntz, Donald	81,185	Lee, Maureen	61,953	Loos, Francis	73,052	Malinowski, Eleanor	65,199
Kuntz, Lynn	58,082	Lee, Patricia	62,592	Lorence Ryan, Arla	70,050	Mallory, Joanne	61,208
Kuny, Debra	69,957	Leech, Kathy	54,639	Lott, Angela	63,543	Maloughney Herbe, Patricia	61,064
Kupchyk, Sherri	57,450	Leech, Lanna	70,934	Lough, Maureen	72,216	Mamchur, Grant	96,189
Kurenoff, Joanne	78,428	Legault Wilson, Dionne	73,804	Lourie Mackenzie, Cathy	69,867	Mamer, Doris	58,190
Kurtz, Linda	59,440	Legault, Dana	68,469	Low, Ken	72,428	Manchester, Samantha	68,892
Kurucz, Rhonda	51,679	Legault, Lydia	87,427	Low, Margot	61,422	Mancuso, Debra	91,598

Mann, Candace	54,627	Mallory, Joanne	61,208	McBride, Jessica	52,664	McPherson, Bernadett	70,327
Mann, Doug	52,947	Maloughney Herbe, Patricia	61,064	McCabe, Debra	71,147	McPherson, Debbie	76,236
Mann, Joan	66,165	Mamchur, Grant	96,189	McCall, Elizabeth	63,262	McRae, Edward	51,631
Mann, Suba	176,967	Mamer, Doris	58,190	McCallum, Karen	64,331	McTaggart, Angela	53,614
Mann, Teri	68,857	Manchester, Samantha	68,892	McCann, Linda	73,353	McTavish, Betty	51,757
Mantyka Whitford, Elaine	79,913	Mancuso, Debra	91,598	McCann, Michael	67,206	Meider, Monica	63,160
Manz, Joanne	66,425	Mann, Candace	54,627	McCann, Nancy	81,004	Melenchuk, Mary Anne	62,050
Marce, Michelle	61,113	Mann, Doug	52,947	McCann, Sharon	73,465	Melnechenko, Jody	66,742
Marcil, Allison	72,044	Mann, Joan	66,165	McCaslin, Evelyn	58,587	Mensch, Tricia	60,437
Marcinkiw, Trina	52,050	Mann, Suba	176,967	McCaw, Dianne	60,904	Mergen, Kathleen	62,296
Marissen, Debby	72,334	Mann, Teri	68,857	McCaw, Mitsy	63,953	Merk, Lisa	54,490
Markle, Tracy	54,327	Mantyka Whitford, Elaine	79,913	McClement, Sam	62,426	Merk, Michelle	50,916
Markwart, Carol	61,347	Manz, Joanne	66,425	McConnell, Denise	80,629	Merriam, Debbie	60,671
Markwart, Connie	78,037	Marce, Michelle	61,113	McConnell, Susan	50,269	Merritt, Valerie	85,220
Markwart, Lori	50,313	Marcil, Allison	72,044	McCorriston, Sheri	56,277	Meyer, Abraham	359,993
Marsh, Maureen	79,720	Marcinkiw, Trina	52,050	McCrea, Raymond	52,444	Meyers, Sharon	55,983
Marshall, Dean	84,803	Marissen, Debby	72,334	McCurry, Terryann	69,788	Michayluk, Gordon	97,144
Marshall, Doris	73,480	Markle, Tracy	54,327	McDermaid, Karen	79,338	Mile, Clay	72,311
Marshall, Joan L	59,090	Markwart, Carol	61,347	McDermit, Tamara	64,084	Millama, Zenaida	146,437
Martens, Morgan	58,486	Markwart, Connie	78,037	McDonald, Elizabeth	63,144	Miller, Beverly	65,420
Lunnen, Lori	53,258	Markwart, Lori	50,313	McDonald, Jayne	63,265	Miller, Carol	68,488
Lusk, Valerie	105,577	Marsh, Maureen	79,720	McDonald, Patricia	66,316	Miller, Charlotte	66,536
Luther, Jeanette	60,164	Marshall, Dean	84,803	McDonald, Paulette	74,100	Miller, Diane	61,265
Lynch, Brant	59,229	Marshall, Doris	73,480	McDonald, Rhonda	92,561	Miller, Heather	68,324
Lys, Catherine	54,790	Marshall, Joan L	59,090	McDougall, Elizabeth	82,775	Miller, Lois	55,718
Maas, Allison	72,162	Martens, Morgan	58,486	McEwen, Aimee	71,771	Miller, Lois	64,396
Mabee, Sonja	55,343	Martens, Sandra	84,005	McGeough, Angela	59,575	Miller, Margaret	58,404
Macausland Berg, Dianne	62,745	Martin, Brenda	56,352	McGeough, Lorie	74,093	Miller, Shirley	52,511
MacDonald, Alison	63,520	Martin, Donalee	67,429	McGifford, Delores	56,341	Mintenko, Joy	78,227
MacDonald, Colleen	74,316	Martin, Donna	66,122	McGill, Nancy	77,607	Mirva, Denise	65,007
Mack, Ellen	58,960	Martin, Heather	66,432	McGillicky, Sidney	56,501	Miskiman, Todd	60,624
Mackenzie, Bonnie	66,728	Martin, Lillian	53,528	McGonigal, Eleanor	67,202	Missal, Orinda	58,244
Mackey, Denise	64,717	Martin, Neoma	58,765	McGrath, Elizabeth	75,254	Misskey, Eunice D	57,831
Macknak, Erin	62,483	Martin, Shirley	66,323	McGratten, Noreen	56,415	Mitchell, Angie	56,344
Maclennan, Deborah	79,690	Martinez, Oscar	69,570	McGregor, Nikki	59,664	Mitchell, Jean	56,122
Maclennan, Lorne	67,475	Marynick, Marlin	66,339	McHardy, Darlene	69,920	Moeller, Michelle	55,184
MacMillan, Leanne	56,930	Mason, Linda	87,029	McInnis, Joan	61,419	Moenke, Gloria	51,545
MacMillan, Robert	60,570	Massine, Darlene	64,862	McIntaggart, Glen	58,488	Mohl, Regan	52,135
MacMillan, Ryan	52,107	Masters Guest, Renee	57,243	McIntosh, Beverly	59,787	Mohr, Ann	66,942
Macnamara, Jean	70,254	Masters, John	81,685	McIntosh, Monique	59,638	Mohr, Janet	53,438
MacPhee, Linda	67,444	Masters, Sandra	50,287	McKay, Darcy	89,255	Mohr, Joan	56,599
MacRobbie, Marion	54,058	Mathies, Christina	57,645	McKechnie, Marlene	67,023	Molesky, Louise	77,004
MacTavish, James	63,997	Mathie, Linda	52,042	McKellar, Hector	62,324	Mollison, Deborah	110,926
Mader, Darlene	75,460	Matthieson, Brenda	61,856	McKenzie, Crystal	50,424	Molnar, Colleen	82,693
Madrilejos, Estefania	66,854	Matt, Sonja	92,591	McKenzie, Gerri	55,536	Molson, Bev	57,203
Magnuson, Maureen	64,982	Matthies, Yvonne	73,155	McKim, Darcy	65,723	Montanini, Lorna	81,829
Magotiaux, D Arcy	90,061	Matties, Debbie	65,206	McKinnon, Faye	61,744	Montenegro, Shelley	64,626
Mah, Jeffrey	56,540	Matwiy, Jacquelin	63,497	McKnight, Tracie	56,023	Monteyne, Barry	64,107
Mahoney, Patricia	58,171	Matz, Laura	68,798	McLaren, Wendy	67,088	Monteyne, Dianne	63,148
Mahovsky, Larry D	67,137	Maupin, Karen	89,955	McLaughlin, Connie	69,660	Montgomery, Lisa	61,048
Maier, Janet	66,304	Maurer, Nancy	58,278	McLaughlin, Linda	52,983	Mooney, Dianne	64,379
Makelki, Catherine	76,348	Maw, Lester	63,883	McLean, Dixon	60,738	Moore, Melissa	62,798
Makie, Catherine	58,459	Maves, Stan	51,132	McLeod, Melanie	77,544	Moore, Robert	71,883
Maksymew, Sharon	64,680	Maynes, Julie	60,547	McMillan, Stewart	95,036	Moore, Sheila	73,463
Malach, Shirley	63,471	Mayor, Denise	59,881	McMorris, Donna	55,162	Mostari, Brenda	75,932
Malang, Edwin	83,436	Mazur, Janelle	63,214	McMullen, Cathy	59,298	Morelli, Jeffrey	60,396
Malang, Marissa	63,381	Mazur, Janet	73,835	McNaughton, Donna	59,962	Moreside, Susan Ann	77,079
Malegus, Ken	62,748	Mazur, Mark	93,025	McNeil, Dawn	102,980	Morgan, Donna	51,682
Mali, Bahera	291,678	Mazuren, Dixie	61,069	McPeek, Randy	64,66	Morgan, Donna	66,999
Malinowski, Eleanor	65,199	McAllister, Kathleen	56,333	McPhee, Linda	65,798	Morgan, Randy	50,057

Morhart, Stacey	59,968	Nichol, Louise	68,091	Ostafie, Neil	50,388	Peltier, Brenda	59,624
Morin, Judy	63,820	Nielsen, Doug	70,336	Ostapowich, Sonia	61,120	Penner, Janice	53,271
Morissette, Ryan	75,504	Nielsen, Terry Lyn	82,791	Oswald, Diana	57,018	Penstock, Jason	59,999
Morrell, Debra	68,431	Nieto, Lori	71,773	Ott, Brigid	51,109	Pepper, Edwin	53,101
Morris, Linda	52,823	Ning, Lianne	68,919	Otte, Odette	62,989	Perchie, Glen	98,732
Morrison, Sandra	64,347	Noels, Lori	68,799	Ottenbreit, Tammy	65,114	Perkins, Jeanie	67,432
Mosewich, Cindy	74,380	Nordgulen, Terry	53,421	Ottoson, Cheryl	69,255	Perkins, Susan	70,094
Moskal, Penny	51,458	Nordwick Chan, Kim	83,464	Overend, Dawn	70,721	Perpeluk, Marion	53,489
Mowat, Christine	52,276	Norick, Barbara	67,135	Owen, James	63,381	Perras, Tracy	56,674
Moyer, Gordon	57,209	Norman, Christoph	70,327	Owen, Trisha	52,844	Perrin, Jonathan	64,977
Moyer, Katarzyna	52,396	Norman, Patti	65,357	Ozga Bellamy, Linda	75,491	Persson, Barbara	57,667
Mpundu, Regina	69,847	Norton, Deborah	66,540	Ozge [illegible]onald J	71,809	Peslar, Stephen	60,132
Muir, Erin	57,070	Novak Galgan, Harriett	83,975	Pach[illegible] Laurelle	68,100	Peter, Tammy	68,109
Mulilo, Petronell	91,444	Novak, Elaine	50,067	Packman, Selena	66,171	Peters, Phyllis	70,630
Muller, Karen	63,299	Novak, Karen	62,617	Pador, Beverly	56,490	Peters, Wade	77,339
Muller, Pieter	138,852	Novik, Lori	53,982	Padwal, Ravinder	55,539	Peterson, Kathy	52,898
Munn, Chris	73,113	Nowoselski, Amanda	54,345	Paetsch, Dale	53,580	Peti, Charles	266,425
Munns, Tiffany	56,032	Noyes, Alexandra	71,254	Paez, Catherine	63,375	Petracek Schoent, Coralee	66,830
Munson, Russell	66,897	Nugent, Carol	64,308	Page, Karen	58,066	Petroff, Susan	71,376
Murdock Smith, Gloria	83,307	Nugent, Karen	53,720	Palandri, Sandra	57,084	Petrychyn, Margaret	67,325
Mureseanu, Alison	51,314	Nurse, Byron	59,582	Palanica, John	58,791	Petryna, Vivian	68,197
Murray, Mark	82,745	Nuttall, Janice	68,747	Palazzo, Tony	56,962	Petryshen, Claudia	71,039
Murray, Robert	51,637	Oak, Lisa	67,466	Paluck, Elan	77,376	Pettit, Terri	72,668
Mutafya, Mary	86,390	Oberndorfer, Gillian	92,639	Panchuk, Darlene	54,921	Phenix, Wendy	57,255
Mwale, Mwangala	94,489	Obrigewitsch, Carmen	70,069	Panchuk, Douglas	79,606	Phillipo Hugel, Paula	69,486
Mwamba, Ommy	76,483	Obst, Marjorie	63,888	Pappas, Sam	65,221	Phillips, Joanne	79,771
Myhre, Charlene	70,153	Obyrne, Patrick	86,478	Paproski, Jody	62,050	Phillips, Scott	52,587
Myrah, Michele	64,398	Ocarroll, Tiann	207,602	Paquette, Wayne	68,300	Phillips, Tracy	103,557
Mytopher Benoit, Lori Ann	51,687	Ochitwa, Sandra	60,437	Parada, Angela	52,997	Pho, Joleen	56,865
Nadiger, Cathy	72,770	Ochoa, Patricia	65,523	Parasram, Maria	62,266	Piasta, Linda	57,097
Nagy, Tess	53,367	Oconnor, Dawn	62,676	Parbery, Donna	50,146	Pickering, Betty	54,891
Nagy, Valda	58,158	Oconnor, Fiona	57,216	Pare, Judy	65,816	Pierrard, Daniel	53,832
Nahachewsky, Desiree	69,820	Oconnor, Grace	51,209	Parent, Darla	60,741	Pike, Greg	62,367
Nakrayko, Gerri	60,384	Octubre, Penafranc	72,123	Parker, Jean	70,921	Pillay, Kumaravel	431,550
Nalwamba, Rhoda	77,025	Ogibowski, Theresa	66,457	Parker, Robert	50,565	Piller, Tracy	53,108
Nameth, Sharon	55,330	Ogilvie, Lore	74,497	Parsons, Lucia	66,691	Pinay, Anne	58,167
Nardin, Shannon	79,849	Okeadu, Justina	60,432	Partak, Susan	79,272	Pituley, Harriette	75,320
Nasser, Roseann	66,696	Olesen, Natasha	58,252	Partridge, Erin	74,434	Playter, Pamela	80,021
Natyshak, Merle	75,483	Oliver Ewaniuk, Tracey	65,630	Parvez, Naeem	355,707	Plosz, Penny	66,054
Neis, Cyndi	50,532	Ollinger, Karen	56,022	Paseznak, Marion	131,663	Pollard, Sandra	63,381
Nelson, Valerie	75,301	Olson, Curtis	66,226	Paseznak, Shannon	108,267	Pollock, Bonnie	79,273
Nell, Rita	66,111	Olson, Pamela	57,069	Pasion, Ricarda	55,945	Pollock, Darlene	128,181
Nelson, Beverly	78,219	Olson, Tanvis	60,122	Paska, Rosalie	75,041	Pon, Tin Yout	109,119
Nelson, Diane	71,111	Olson, Troy	63,796	Paslawski, Judith	63,229	Poncelet, Colleen	68,397
Nelson, Dwight	272,933	Olson, Wendy	61,821	Pastl, Theresa	51,513	Poncsak, Debbie	62,124
Nelson, Jocelyn	62,394	Ombac, Erlinda	88,315	Paterson, Dineen	62,804	Poole, Susan	64,549
Nelson, Nadeane	62,516	Omoth, Barbara	72,511	Patterson, Ed	79,703	Popescu, Janet	64,361
Nelson, Rhonda	56,389	Onagi, Maxine	64,097	Paul, Steve	55,976	Popick, Paula	65,143
Nerenberg, Marilyn	68,816	Ongsu, Jovita	58,984	Paulhus, Gwen	69,358	Popil, Tara Lee	57,019
Nernberg, Sheryl	65,336	Oquinn, Sheryl	60,986	Paus, Carrie	65,839	Popoff, Laura	65,400
Neuls, Frances	74,744	Orasan, Loredana	51,485	Paus, Victoria	61,237	Porter, Barbara	91,280
Neumann, Barbara	65,557	Orell, Colleen	58,667	Peagam, Linda	50,389	Porter, Marion	65,203
Neumann, Harry	64,762	Orthner, Gail	66,810	Pearce, Rick	58,087	Portras, Donna	67,771
Neville, Susan	136,075	Ortman, Shauna	55,549	Peart, Cathy	50,518	Potetz Moore, Leeann	65,341
Newcombe, Susan	52,402	Ortmann, Jennifer	61,024	Pedersen, Andrew	79,877	Potgieter, Tania	148,745
Newman, Leanne	50,139	Osborne, Tara	60,178	Pedersen, Dawn	53,331	Potter, Douglas	50,102
Newton, Mae	63,395	Osei, Philomena	79,114	Pederson, Lorna	74,600	Potter, Gladys	68,499
Ngoka, Grace	57,618	Osicki, Leonard	66,344	Pelat, Donna	51,081	Potter, Ron	68,253
Nguyen, Thuy	69,189	Osiowy, Melinda	73,204	Pelletier, Colette	59,330	Potter, Vera	68,812
Nichol Langlais, Barbara	52,956	Ostafie, Judith	56,781	Pelletier, Kim	57,393	Poulin, Susan	95,745

Powell, Laura	50,750	Regush, Tara	70,010	Rorbeck, Barry	89,660	Schindel, Shenice	78,379
Powell, Maureen	55,631	Reichel, Judy	54,955	Rorbeck, Darlene	82,642	Schlamp, Gwendolyn	56,625
Powelson, Susan	72,332	Reid, Donald	291,963	Rosom, Cheryl	65,672	Schmeling, Lenore	57,226
Power, Kenda	66,714	Reid, Joanne	65,295	Ross, Robert	55,014	Schmidt, Craig	73,768
Praski, Nancy	69,318	Reid, Marilyn	61,858	Ross, Terry	68,965	Schmidt, Deborah	51,808
Pratt, Joyce	70,254	Reimer, Betty	74,241	Rosseker, Gail	75,540	Schmidt, Mary	65,261
Preikchat, Elton	52,543	Reimer, Kari	71,391	Rosbe, Darcy	65,119	Schmidt, Mary	65,523
Prekaski, Colleen	55,184	Remoue, Marcy	69,781	Roulston, David	92,531	Schmidt, Shawna	64,966
Prevost, Debbie	62,836	Rennie, Cora Lee	64,981	Routledge, Joy	67,513	Schmidt, Traci Jo	73,371
Primavera, Janice	64,049	Rennie, Trisha	50,816	Rowan, Karen	64,226	Schneider, Doreen	55,238
Pringle, Cindy	52,707	Renwick, Patricia	68,745	Rowein, Rebecca	65,970	Schoeman, Stefan	123,768
Pritchard, Beverley	58,045	Reschke, Eric	65,854	Roy, Valerie	83,496	Schoenhofen, Brenda	70,128
Pritchard, Ruth	55,726	Resler, Jane	63,224	Ruecker, Holly	53,125	Schoenroth, Susan	71,312
Procyk, Yuleeann	63,322	Rettger, Kelly	87,895	Ruecker, Margaret	65,207	Schoenthal, Heather	69,344
Prokopetz, Jason	57,526	Retzer, Pamela	50,049	Ruedig, Amber	52,014	Schoenthaler, Shelley	51,259
Pronych, Edith	60,268	Revenko, Scott	70,634	Rushlow, Jodi	87,378	Schonhoffer, Maurice	51,597
Pronych, Gary	66,342	Revoy, Sheldon	65,950	Rushton, Beverly	78,501	Schopf, Jackie	57,960
Proudlove, Ann	65,525	Reyes, Christine	51,503	Rusk, Kimberly	94,054	Schramm, Mary	54,111
Proulx, Sharon	61,356	Reynard, Beth	53,231	Ruskas, Robbie	56,329	Schroeder, Carmen	38
Puff, Beverly	60,613	Reynolds, Lorraine	55,958	Russell, Danette	60,150	Schroeder, Debbie	56,796
Pugh, Myrna	62,476	Rhodes, Rod	50,292	Russell, Heidi	59,440	Schuba, Elizabeth	75,179
Purcell, Erin	52,684	Riccetto, Anabella	68,279	Russell, Theresa	71,778	Schuba, Robert C	72,312
Purdue, Erin	76,925	Ricci, Jacquelin	60,228	Ryan, Dianne	67,704	Schuler, Sharon	54,543
Pylatiuk, Jason	65,508	Ricci, Peter	76,191	Ryan, Gloria	59,432	Schulhauser, Michael	60,107
Pylatiuk, Nicole	66,154	Ricci, Stanley	57,272	Rybchuk, Ken	57,389	Schultes, Jeffrey	51,128
Pyne, Elizabeth	56,444	Richardson, Coreen	66,686	Rydzik, Louise	108,330	Schultz, Beverley	53,734
Quinlan, Colleen	78,123	Richardson, Jayne	56,872	Safnuk, Margaret	62,800	Schulz, Greg	74,948
Quintero, Claire	62,758	Richardson, Nancy	58,386	Safnuk, Tania	75,065	Schussler, Carol	56,834
Quist, Cindy	53,207	Richaud, Pamela	97,588	Sahl, Patricia	66,748	Schussler, Otto	52,973
Racette, Joyce	63,539	Richter, Deborah	54,731	Saint, Sherry	85,539	Schuster, Brenda	85,784
Racette, Yvonne	62,242	Richter, Florence	59,717	Sali, Clarence	52,633	Schwalm, Dwayne	74,376
Radford, Randall	331,913	Richter, Ginger	66,894	Sali, Janet	58,743	Schwartz, Dale	57,752
Radford, Trudy	104,602	Richter, Glenn	57,293	Salmon, Leah	58,655	Schweiger, Sandy	66,429
Radigk, Sharon	61,484	Riemer, Joan	71,629	Salter, Renee	56,052	Schwentke, Kathleen	51,656
Radons, Jaymie	63,691	Rippert, Joyce	65,459	Samolesky, Diane	56,178	Scott, Marcia	86,796
Radons, Shelly	64,174	Rispler, Kathleen	70,432	Sanden, Joel	51,609	Scott, Verna	535,614
Radutu, George	106,493	Ritmiller, Maryann	65,391	Sanders, Carol Ann	61,714	Scraper, Kelly	51,935
Raedeke, Maria	58,166	Ritson, Ann	66,744	Sanders, Donna	53,556	Scrivens, Marlene	68,653
Rahaman, Zada	69,113	Rittwage, Catherine	75,398	Sanders, Esther	69,938	Sculli, Carla	61,312
Ram, Suresh	72,605	Roberts, Garnet	55,854	Sandor, Donna	69,275	Seaman, Lisa	56,003
Ramsay, Doug	57,060	Roberts, Gennine	56,293	Santos, Edna	55,843	Sebastian, Lydia	63,863
Ramsay, Todd	71,487	Roberts, Susan	66,584	Sarma, Debasish	51,940	Secuur, Janine	50,848
Ramsdell, Cathie	63,591	Robertson, Marian	55,718	Sarty, Cathy	55,641	Sehn, Randy	72,670
Randall, Diane	81,287	Robertson, Marlene	61,258	Sauve, Melinda	51,068	Seib, Chad	56,379
Randall, Donna	54,381	Robertson, Nicole	55,379	Sawchuk, Dusten	68,639	Seib, Heather	69,808
Rapchalk, Jason	64,768	Robins, Lynnette	65,671	Schaefer, Shelley	67,211	Seibel, Jackie	50,439
Rask, Colin	75,471	Robinson, Beryl	51,515	Schatz, Lois	67,850	Seiferling, Joetta	78,579
Rasmussen, Bonnie	63,977	Robinson, Tom	90,695	Scheibel, Michelle	66,874	Selinger, Donna	64,195
Rathgeber, Lane	304,835	Robison, Brent	58,700	Scheidt, Coby	69,870	Selinger, Elaine	61,052
Rathy, Brent	104,282	Robson, Gwen	60,274	Schell, Cindy	62,056	Selinger, Lorna	63,647
Rauckman, Christina	61,811	Robson, Janice	65,141	Schell, Eloise	88,170	Selinger, Michelle	58,596
Ravos, Racquel	79,879	Rodger, Debbie	70,803	Schellhorn, Colin	64,258	Selinger, Norman	52,025
Reaburn, Ross	67,040	Rodgers, Pamela	64,780	Schellhorn, Patricia	57,855	Selinger, Stephen	76,982
Rector, Patricia	73,546	Rogers, Renee	61,244	Scherbey, Terry	63,915	Sellers, Nancy	66,454
Reddekop, David	53,556	Rogerson, Heather	63,741	Scheske, Jill	52,025	Sellinger, Douglas	84,552
Reddekop, Vonda	57,500	Rogina, Sandy	72,858	Scheuer, Gail	69,994	Selzer, Sharon	65,693
Reece, Wanda	52,670	Rohatyn, Dorothy	66,898	Schiazza, Guido	67,964	Semchuk, William	96,309
Reed, David	76,229	Rohs, Pamela	57,681	Schick, Elizabeth	109,325	Senft, Janell	72,883
Reed, Jody	71,886	Roland, Lisa	60,881	Schier, Rae	62,843	Senga, Chad	74,053
Regehr, Ronald	51,129	Romashenko, Sandy	50,468	Schiller, Betty	54,418	Senhouse, Nathalie	86,293

Seno, Rommel	391,875	Smith, Debbie	99,156	Stevenson, Diane	70,451	Taylor, Colleen	71,478
Seon Mccallum, Charlene	62,960	Smith, Doreen	52,745	Stevenson, Megan	62,721	Taylor, Grace	54,454
Serediak, Ernie	72,271	Smith, Elaine	56,877	Stewart, Cheryl	59,858	Taylor, Janet	54,050
Serrano, Adriana	55,309	Smith, Marilyn	65,828	Stewart, Linda	66,230	Taylor, Jennifer	67,741
Severson, David	59,852	Smith, Scott	71,527	Stewart, Lisa	75,046	Taylor, Ron	247,830
Shasko, Diane	60,305	Smith, Sheila	207,337	Stewart, Pat	78,182	Taylor, Shelley	64,180
Shatford, Kim	65,486	Smith, Shence	68,211	Stimpson, Valerie	76,346	Taylor, Tami	53,013
Shavy, Judy	60,205	Smulan, Carole	52,235	Stinson, Brenda	62,257	Taylor, Tammy	50,972
Shay, Debbie	68,022	Snell, Moni	72,853	Stirr, Fred	78,387	Teale, Tracey	55,577
Shepherd, Audrey	50,881	Snell, Richard	55,845	Stirr, Janice	68,800	Teetaert, Janaya	64,860
Shevalier, Marcel	50,809	Snook, Charlene	51,733	Stocks, Ruth	50,046	Tejszerski, Judith M	64,255
Shevchuk, Debra	80,293	Snowdy, Heather	60,051	Stolz, Celine	63,583	Temnick, Therese	65,182
Shevchuk, Daryl	89,190	Snowdy, Larry	61,005	Stoppler, Helen	56,551	Thain, Linda	75,531
Shields, Cathy	58,581	Sockett, Ingrid	62,753	Storey, Katherine	67,656	Thauberger, Lorna	69,678
Shier, Marlene	74,938	Softley, Laura	56,693	Storozuk, Lynda	59,013	Thauberger, Myrna	54,441
Short, Pat	59,682	Solidarios, Glenn	76,421	Strand, Leslie	93,949	Thauberger, Veronica	54,157
Shreeves, Lora	51,957	Soloduk, Louella	95,698	Stremel, Bruce	102,440	Thera, Sandra	62,636
Shuflita Kurtz, Sheila	87,141	Solypa, Cyndy	73,556	Stremick, Elaine	50,561	Theriault, Lyle	62,116
Shymkiw, Joanne	56,473	Sonntag, Maureen	60,948	Stricker, Barry	66,965	Theriault, Shannon	62,366
Sidebottom, Sarah	66,409	Soparlo, Laura	85,225	Stricker, Lori	64,319	Themen, Charlotte	58,208
Sidhu, Mohinder	58,699	Sopczak, Vince	63,591	Striha, Janelle	51,054	Themen, Kristen	62,753
Sieben, Lianne	62,650	Sorensen, Elizabeth	63,780	Stringer, Connie	63,791	Thick, Victoria	50,125
Silverson, Elsa	59,509	Sorensen, Thomas	77,633	Stringer, Suzanne	113,580	Thiele, Marjorie	67,832
Silzer, Joanne	73,382	Soria, Nonita	63,374	Strohan, Shirley	58,209	Thomas Cullen, Lynwen	62,400
Silzer, Shanna	58,750	Soutar, Tania	51,187	Stuber, Arlene	61,567	Thomas, Elizabeth	306,459
Sim, Carey	70,415	Spangenberg, Diane	75,259	Stueck, Colleen	68,078	Thomas, Rhiannon	72,067
Simard, Linda	56,599	Spencer Jones, Beverly	72,301	Stulberg, Shelley	57,408	Thompson, Beverly	62,627
Simpson, Therese	66,875	Spencer, Cathleen	62,049	Stuttard, Kim	57,555	Thompson, Carolyn	57,020
Sinclair, Bettyanne	66,610	Spencer, Debra	51,651	Styles, Christa	60,642	Thompson, Pam	63,217
Sinclair, Heather	54,845	Spencer, Shelley	61,228	Sugrim, Sabitri	61,568	Thompson, Vicki	66,883
Singer, Gennifer	52,479	Spicer, Eva	85,323	Sullivan, Linda	51,034	Thomson, Donna	55,479
Singer, Kateri	83,024	Spilak, Cathi	70,797	Sullivan, Maenbeth	62,321	Thomson, Patricia	51,849
Singh, Melanie	50,175	Spurr, Mary	62,600	Sulymka, Mark	86,720	Thornton, Georgia	70,602
Sirois, Lisa	58,685	Srochenski, Darcey	64,534	Sulz, Linda	91,455	Thorp, Leah	61,503
Sirup, Blair	74,816	St Amand, Karen	69,374	Sundar, Ishaan	65,393	Thurlow, Ronald G	53,107
Sivaratnam, Kumudhini	52,965	St Onge, Lynn	83,393	Sundin, Leslie	66,204	Tiede, Bruno	85,869
Siver, Cathy	63,465	Stabbler, Robin	52,646	Surkan, John	67,188	Tillson, Rachel	66,373
Siwik, Angie	50,759	Stadnyk, Donna	54,659	Sutherland, William J	57,298	Tinani, Naresh	69,310
Skamanis, Val	53,539	Stadnyk, Rena	64,339	Svenson, Marian	60,801	Tincher, Darlene	64,037
Skiba, Valerie	55,993	Stadnyk, Robert	68,398	Swab, Elden	64,117	Tippe, Cathy	78,147
Skinner, Shannon	64,963	Stadnyk, Tyler	56,730	Swallow, Denise	51,394	Tirebuck, Lois	66,319
Skwark, Gail	62,235	Stainbrook, Rhonda	63,660	Sweatman, Elizabeth	52,587	Tirk, Candace	55,224
Skwark, Holly	82,071	Stamm, Shelley	67,022	Sweeney, Lesley	63,690	Tirk, Ronald	66,950
Slastukin, Robert	70,239	Staples, Sandra	58,050	Sweet, Tim	67,685	Tisdale, Daphne	81,257
Slater, Bettyann	81,181	Stapleton, Tammy	64,663	Swift, Laurie	52,121	Titus, Agnes	101,861
Slater, James	96,836	Stasiak, Catherine	67,947	Switzer, Jeanette	65,477	Tkach, Michele	66,532
Slingsby, Amy	66,046	Stasiuk, Carolyn	64,008	Szafron, Marita	54,376	Tkatch Melle, Chrisinda	60,127
Slinn, Jackie	50,538	Stauber, Noreen	66,230	Szakacs, Ronald	98,051	Toews, Audrey	66,768
Slinn, Jeffrey	54,610	Steffensen, Kenneth	64,841	Szeles, Barry	69,399	Tomyk, Wendy	68,353
Slobodian, Dennis	57,206	Stein, Brenda	51,250	Szmutko, Diane	71,490	Tonita, Wendy	74,058
Slopek, Alexandra	74,213	Stelter, Heather	56,770	Szmutko, Elsie	66,118	Tonn, Dwight	99,383
Slopinski, Dwayne	59,742	Stengler, Marie	68,198	Tait, Victoria	54,082	Torbin, Ivanna	79,345
Slotsve, Linda	66,638	Stenson, Wayne	55,354	Tameling, Krista	50,372	Torgunrud, Aldona	75,650
Sluser, Joy	57,195	Stepaniuk, Diane	50,574	Tangjerd, Angela	77,165	Torjusen, Mark	57,203
Smeets, Donna	66,113	Stephens, Dave	68,967	Tannahill, Jan	78,164	Toro Hopkins, Debbie	83,709
Smeikle, Lenieve	66,785	Stephens, Wanda	64,995	Tanzell, Darren	70,481	Tourond, Lorna	65,534
Smelt, Brenda	59,277	Stephenson, Robert	72,327	Tardif, Sandra	64,550	Townsend, Lorraine	64,102
Smerchinski, Betty	69,166	Sterling, Darlene	59,795	Tarr, Jonathan	59,243	Townsend, Terri	61,053
Smith Collins, Marlene	57,254	Stettner, Laura	87,160	Tayco, Ailyn	57,511	Tracey, Sherri	62,941
Smith, Barbara	67,353	Stettner, Robin	54,480	Tayco, Vilsilyn	62,784	Trail, Linda	64,968

Treleaven, Denise	64,640	Wagner, Lacy	58,656	Whiting, Celine	67,045	Wright, Donna	85,969
Trelenberg, Ross	54,920	Wagner, Myrna	70,547	Whiting, Patricia	62,467	Wright, Elaine	60,268
Tremblay, Jade	53,097	Wagner, Rosemary	58,354	Whitley, Elizabeth	80,802	Wright, Garth	119,964
Trenton, Christine	61,453	Wahba, Mark	205,077	Whitrow, Rodney	68,530	Wright, Vera	67,405
Trotter, Joseph	63,392	Walchuk, Kaye	55,239	Whitteker, Patricia	51,073	Wrobel, Lorna	54,367
Truman, Sharon	74,867	Walczykowski, Hanna	57,298	Wiebe, Margaret	67,170	Yake, Bonnie	53,799
Trytten, Melody	62,970	Wald, Irene	63,036	Wiebe, Sharon	61,179	Yang, Tracey	61,870
Tschscherer, Laura Lee	90,971	Walker, Donna	63,902	Wiest, Roberta	74,949	Yates, Sheila	66,996
Tuff, Eileen	66,490	Walker, Freda	68,937	Wiest, Traci	59,960	Yee, Betty	69,194
Tuharsky, Ruby	68,470	Walker, Kimberly	64,071	Wilcox, Bradley	82,124	Yee, Kathleen	58,038
Tumac, Alison	72,893	Walker, Sharon	60,040	Wilcox, Heather	53,586	Yee, Raymond	79,656
Turnbull, Dianne	65,846	Walker, Sheryl	74,117	Wilde, Edna	52,217	Yeung, Cecilia	52,196
Turner, Dale	65,517	Wallace, Paulette	52,355	Wilde, Rita	59,535	Yioja, Anita	79,666
Tymchyshyn, Robert	58,913	Wallenberg, Christine	72,432	Wilhelm, Tricia	62,608	Yioja, Patti	75,790
Tyrer, Diane	69,870	Wallman, Sharon	88,066	Wilker, Chelsea	55,976	Youck, Deanna	73,324
Uhren, Linda	69,435	Walters, Valerie	58,469	Wilkie, Elizabeth	66,322	Young, Bonnie	57,107
Uhrich, Donna	65,755	Wanner, George	64,471	Wilkie, Linda	60,531	Young, Dale	73,326
Uhryn, Korin	56,980	Wappel, Melessa	53,606	Wilkinson, Lorna	65,731	Young, Marilyn	61,161
Ulmer, Amanda	52,282	Warburton, Jennifer	51,935	Willerth, Kathryn	78,298	Young, Neil	72,313
Undseth, Kathy	69,798	Warburton, Kathryn	67,453	Williams, Jason	89,101	Young, Nerissa	62,503
Upshall, Donna L	74,606	Warde, Gail	61,057	Williams, John	53,829	Young, Tami	51,703
Ursu, Dona	59,917	Wark, Judy	57,658	Williams, Linda	56,349	Yu, Elaine	50,239
Valimaki, Anna	76,539	Warnes, Robert	56,706	Williams, Patty	58,223	Zaba, Donna	62,418
Vail, Teresa	70,011	Wasty, Fasahat	378,044	Williams, Wendy	65,549	Zacher, Gary	77,419
Valley, Scott	65,342	Wasylyshyn, Dave	78,631	Williamson, Jacquelin	50,389	Zaiser, Juanita	73,560
Valmeo, Imelda	69,129	Waterer, Elizabeth	86,781	Willway, Verity	74,709	Zamayla, Ronie	92,234
Vanbeselaere, Donna	85,461	Watkins, Michelle	64,587	Wilmot, Jane	56,953	Zarusky, Wanda	66,923
Vanbuekenhout, Guy	81,545	Watson, Penny	67,133	Wilms, Els	65,602	Zazulak, Irene	59,283
Vancaeseele, Kim	57,721	Waugh, Jim	58,854	Wilson, Beverly	65,821	Zdunich, Brenda	70,363
Vanderkuur, Brenda	67,493	Wawro, Susan	64,410	Wilson, David	125,302	Zelinski, Joyce	63,713
Vandervelden, Lois	73,938	Webb Young, Geraldine	63,577	Wilson, Donald	78,157	Zieffle, Beverlee	57,155
Vandevorst, Raymond	109,822	Weber, Jill	55,392	Wilson, Donna	83,550	Ziffle, Shannon	59,136
Vanhove, Melinda	53,176	Webster, Bernice	82,414	Wilson, Douglas	72,705	Zilm, Myrna	59,292
Vanluven, Dion	63,676	Weflen, Kerrie	60,197	Wilson, Joyce	74,793	Zimmer, Doug	54,097
Vanparys, Bev	55,508	Weinmaster, Marilyn	66,519	Wilson, Karen	57,713	Zimmer, Martine	63,938
Vansickle, Linda	59,462	Weir, Louise	80,949	Wilton, Muriel	60,180	Zinger, Erwin	65,037
Vantol, Rookje	52,199	Weir, Trevor	72,093	Windsor, Gwen	54,250	Zinkhan, Linda	65,872
Vanvliet, Paulette	67,258	Weisbrodt, Gary	60,744	Windsor, Kent	57,164	Zinn, Tammy	63,733
Vanwyk, Hester	147,401	Weisgerber, Karen	90,168	Winkel, Tanya	78,401	Zitta, Rosalia	60,919
Varga, Melissa	50,735	Weiss, Marjorie	51,941	Winter, Beverley	71,487	Zorn, Gail	61,416
Vann, D Brian	51,942	Weisshaar, Glenys	67,553	Winton, Janet	61,846	Zummack, Darlene	60,910
Vass, Sandra	79,575	Wekerle, Robert	64,946	Wirth, Donna	65,427		
Vegunta, Krishna	69,618	Welder, Erin	55,099	Wirtz, Brenda	64,170		
Velecky, Cynthia	58,750	Wentz, Maureen	61,428	Wiszniak, Debra	64,246		
Velestuk, Debbie	66,560	Wentzell, Cindy	58,180	Witt, Raylene	58,355		
Venables, Natasha	56,496	Wesa, Kristyn	62,408	Wolken, Gwen	60,202		
Venter, Jacobus	67,048	Wesdyk, Elsie	56,291	Wolf, Lee	67,472		
Ventocilla, Marina	67,540	West Johnson, David	83,920	Wolfe, Murray	93,122		
Verville, Francoise	80,165	West, Andrew	69,439	Wolfe, Robert	73,508		
Vickers, Joan	59,210	West, Fred	55,114	Wollbaum, David	66,800		
Virmani, Joginder	89,985	Westcott, Dianne	60,630	Wollmann, Bruno	84,038		
Virtue, Alison	65,908	Wharf, Pam	51,271	Wong, Elsie	76,338		
Vorton, Therese	57,530	Wharton, Tammy	67,057	Wong, Katty	52,110		
Vogt, Michele	60,828	Whelpton, Susan	67,694	Wood, Audrey	56,438		
Vollman, Arlyce	59,149	Whitaker, Elizabeth	64,658	Woodroffe Brown, Ngaire	76,235		
Voss, Arletta	69,025	White, Barbara	66,239	Woods, Brad	64,205		
Wacker, Linda	83,816	White, Gladys	61,213	Woodworth Fuchs, Lisa	66,672		
Wadsworth, Mary	97,577	White, Kelsie	55,686	Workman, Lisa	52,233		
Wagar, Carol	64,258	White, Patricia	70,491	Worth, Twila	59,548		
Wagner, Judy	63,530	Whiteman, Peter	64,148	Wozniak, Laurie	66,279		

Transfers Listed, by program, are transfers to recipients who received $50,000 or more: 615672

Saskatchewan Ltd	$313,326
A.S.A.P. Therapy Services Ltd.	136,000
Aboriginal Family Service Centre	507,602
All Nations' Healing Hospital Inc.	2,685,381
Arcola Physiotherapy & Acupuncture Clinic	102,000
Autism Resource Centre Inc.	327,152
Backlin's Ambulance Service Ltd.	407,237
Circle Project Assoc Inc.	502,035
Courtside Sports Medicine & Rehabilitation Inc.	68,000
Cupar & District Nursing Home Inc.	1,971,517
Cupar Lions Volunteer Ambulance	161,751
Downtown Physiotherapy Centre	102,000
Extendicare (Canada) Inc.	16,887,268
First Years Child Care Inc.	61,200
Imperial & District Ambulance	83,805
JT Ambulance Service Ltd.	272,674
Lumsden & District Heritage Home	1,602,060
Maximum Potential Rehab Inc.	136,000
Mental Health Association/Regina Branch	403,462
Mobile Crisis Services Inc.	86,926
Phoenix Residential Society Inc.	956,649
Pioneer Village Special Care Corporation	17,269,283
Planned Parenthood Regina	153,777
Prairie Ambulance Care (1998) Ltd.	219,323
Rainbow Youth Centre	516,248
Red Cross	130,000
Regina Early Learning Center Inc.	473,819
Regina Open Door Society	129,094
Regina Recovery Homes Inc.	1,423,662
Regina Sports And Physiotherapy Clinic	68,000
Salvation Army Waterston Centre	161,662
Santa Maria Senior Citizen's Home Inc.	6,218,830
Soo Line Ambulance	89,119
Stapleford Physiotherapy & Rehab Clinic	68,000
Stepping Stones Childcare Co-operative	232,376
The Qu'Appelle Diocesan Housing Company	854,129
The Regina Lutheran Housing Corporation	3,553,036
The Salvation Army William Booth Special Care Home	4,765,214
University Of Regina	62,336
Valley Ambulance Care Ltd.	307,742

Supplier Payments: Listed are payees who received $50,000 or more for the provision of goods and services, including office supplies, communications, contracts and equipment.

101027726 Saskatchewan Ltd.	$375,875
101039531 Saskatchewan Ltd.	141,771
101050094 Saskatchewan Ltd.	64,200
101055670 Saskatchewan Ltd.	55,391
3M Canada Inc.	57,372
Abbott	1,911,093
Abdulla, Dr. R.H.	72,878
Acklands Grainger	126,351
ACS Guidant Canada	144,838
Advanced Medical Technolo	154,552
Advanced Response Vehicles Inc.	382,264
AGFA	77,743
Alcon Canada Inc.	580,633
Alibhai, Dr. N.	90,260
All Sask Coffee Services Inc.	130,399
Allergan Inc.	54,456
Alliance Energy Ltd.	326,485
American Medical Systems	63,054
Amersham Health Inc.	545,190
Amgen Canada Inc.	57,415
AMO Canada Company	1,062,585
AMT Electro Surgery	113,293
Anexxa Medical Technologies Inc.	97,366
Anisoft Group Inc.	221,359
Apotex Inc.	233,385
Arch Transco Ltd.	150,271
Arjo Canada Inc.	82,730
Arrow Medical Products Ltd.	178,483
Associated Health Systems	90,775
Austin, Dr. Thomas	57,787
Automed Canada	78,262
Avnet Computer Components	829,838
B&R Holdings Inc.	74,431
Baker Baker & Gayton	52,163
Balfour Moss	57,510
Bank of Montreal	272,752
Bard Canada	425,682
Barnard, Dr. H.	71,853
Baxa Corp.	130,704
Baxter	2,166,665
Bayer (Miles) Canada	207,790
BD Biosciences	147,594
Bearingpoint	358,519
Beckman Coulter Canada Inc.	478,038
Becton Dickenson	162,806
Beggs, Dr. Alan	62,403
Bester, Dr. Stephen	69,825
Betcher, Dr. J.	144,520
BHM Medical Inc.	162,060
Bio Rad Laboratories Cda. Ltd.	321,407
Biomed	485,345
Biomerieux Canada, Inc.	268,657
Biomet	206,908
Biopacific Diagnostic Inc.	94,173
Bles Biochemicals Inc.	64,750
Bommed Inc.	2,040,710
Borderland Co-Operative Limited	55,015
Boston Scientific Corp.	2,508,213
Bowers Medical Supply Co.	53,258
Brennan Supply Ltd.	210,215
Bridge Brand Food Services	439,093
Bristol-Myers Squibb	125,957
Brunswick Filing Systems	112,089
Bunzl Distribution	890,751
Busse, Dr. E.F.G.	111,327
C. Kowalski Prof Corp.	158,938
CAA Travel Agency	95,361
Can Med Healthcare	119,980
Canada Bread	90,596
Canadian Corps of Commissionaires	117,948
Canadian Council on Health Services Accreditation	138,328
Canadian Hospital Specialties	89,829
Canadian Medical Protective Association	75,605
Canadian Microsurgical	314,027
Cardinalhealth	50,079
Cardoso, Dr. R.	51,115
Carestream	123,237
Carl Zeiss Canada Limited	102,668
Carsen Group Inc.	1,027,924
Carsen Medical	258,525
Carson, Dr. G.	83,178
CEG Energy Options	2,929,752
Centennial Foodservice	112,701
Chan, Dr. J.	158,653
Chang, Dr. Paul	147,633
Christie Mechanical Ltd.	114,206
City of Regina	1,208,111
Coca-Cola Bottling Ltd.	120,135
Commercial Alcohols Inc.	84,488
Commercial Telecom	58,266
Concentra Financial	82,430
Conexus Credit Union	52,286
Conmed Corp.	77,726
Cook (Canada) Inc.	941,182
Coutts Courier Company Ltd.	106,714
CPDN #3130827 Canada Inc.	4,676,696
Crane Supply	88,259
Crichlow, Dr. Allison	105,722
Culease	142,964
Custom Water Ltd.	53,912
Dade Behring	107,315
Dafco Filtration Group	62,493
Danka Canada Inc.	84,610
Danka Financial Services Inc.	53,287
Datex - Ohmeda	89,685
Davyduke, Dr. D.	65,556
Dawsco Services Ltd.	175,393
Deloitte Inc.	140,000
Denis Jones Medical Prof Corp.	89,203
Depuy (Canada) Ltd.	2,794,596

Diagnosys LLC	69,043
DJ Orthotics	178,523
DLGL Ltd	406,276
Dominion Biologicals Ltd	103,500
Dominion Construction Company Inc	200,903
Dr Craig Bosenberg Anesthesia Medical Professional Corporation	110,628
Dr D T Hunter Medical Prof Corp	90,235
Dr Edward Patterson Medical Prof Corp	298,472
Dr Gavin Jones Medical Prof Corp	304,100
Dr Ishaan Sundar Medical Professional Corporation	355,781
Dr J Stewart McMillan Medical Professional Corp	196,397
Dr J Vlok Medical Prof Corp	347,610
Dr James McHattie Medical Prof Corp	133,902
Dr Jane Arthur Medical Prof Corp	332,935
Dr John Deptuch Medical Prof Corp	397,578
Dr Linda Emslie Medical Professional Corporation	371,608
Dr Louis Husamen Medical Prof Corp	66,398
Dr Lucas Potgieter Medical Professional Corporation	395,251
Dr Mark Cherry Medical Professional Corporation	143,726
Dr Mohamed AM Ghies Medical Prof Corp	298,812
Dr Natarajan Medical Professional Corporation	400,119
Dr O Meyer Medical Prof Corp	246,034
Dr Ole Rasmussen Medical Prof Corp	90,255
Dr S Amadala Medical Prof Corp	173,498
Dr Shashi Suri Medical Prof Corp	137,615
Dr T Potgieter Medical Professional Corporation	72,899
Dr V Scott Medical Professional Corp	105,585
Dr VK Patel Medical Prof Corp	413,668
Dr William Papentus Med Prof Corp	208,720
Dr Y Abu Ghazaleh Medical Professional Corporation	176,595
Dr. Vijay Trivedi Medical Professional Corporation	563,313
Ebsco	254,658
Eclipsys Corp	69,657
Edwards Lifesciences (Canada) Inc	444,130
Eecol Electric (Sask) Ltd	181,763
Eric Le Roux Medical Prof Corp	458,957
Esbe Scientific	82,284
Essalah, Dr	141,972
Falkenberg, Dr Konnie	256,757
Farnorth Sales Association	66,318
Fink, Dr. M	57,082
Fisher Scientific Ltd	628,749
Fraser Health Authority	91,340
Fresenius Medical Care Canada	608,775
Gambro	1,143,288
Gamma Dynacare Medical Lab	2,809,104
Ganshorn, Dr. K	107,321
Garcia, Dr R	55,669
GE Clinical Services	866,859
GE Healthcare	7,254,364
GE Medical Systems Canada	237,801
Geac	144,086
Geanel Restaurant Supplies	59,495
Gen-Probe Incorporated	70,110
Gerry's Automatic Transmission	64,267
Getinge Canada Limited	247,594
Gibbings, Dr. E	54,491
Gil Orthotics Inc	136,254
Goldkey Consulting Inc	102,378
Graham Construction And Engineering Inc	89,802
Grand & Toy Technology	1,052,968
GS Manufacturing	54,998
Guy Barry	90,805
Haque, Dr S	391,429
Harold, Dr. Brent	157,717
Healthcare Insurance Reciprocal Of Canada	1,070,721
Healthline Systems, Inc	231,687
Hewlett Packard Canada Ltd	302,627
Hill-Rom Canada Ltd	99,104
Hipperson Construction	427,280
HJ Linnen Associates	281,548
Hollister Limited	91,660
Holmes, Dr. S B	184,519
Honeywell Limited	124,548
Hospira Healthcare Corp	3,040,685
Husamen, Dr. Charles	110,649
HVAC Sales Ltd	741,256
IBM Canada Ltd	59,237
Inamed Aesthetics	188,694
Independents Choice Distribution	220,394
Innova Medical Ophthalmics Inc	128,706
Intech Integrated Technologies	212,222
Inter V Medical Inc	71,650
Janssen Ortho Inc	1,335,228
Javaprakash Medical Prof Corp	383,462
Johnson And Johnson	2,274,356
Joy Dobson Medical Prof Corp	143,278
Jun Van Staden Medical Prof Corp	238,622
K & S Bakery Products	105,060
Karl Storz Endoscopy America	230,041
Kasipillai, Dr G A L	138,628
KCI Medical Canada	518,934
Kone Inc	114,125
Kopriva, Dr David	60,506
Kyphon Canada Inc	131,773
Labuschagne, Dr B	330,682
Lac-Mac Limited	173,004
Lang, Dr Mike	167,302
Laursen, Dr B	134,475
Leica Canada Inc	62,303
Linde, Dr B	96,158
Linvatec Canada	539,514
Login Brothers	62,770
London Health Sciences Centre	62,511
Loraas Disposal Service Ltd	127,387
Lutterodt, Dr. A T	51,433
Lynden International Logistics	437,770
MacPherson, Leslie & Tyerman	360,648
Mallinckrodt Medical Inc	141,789
Mang, Dr A	126,904
Mani Palani Medical Prof Corp	120,403
Maquet Dynamed Inc	274,643
Marsh Canada Limited	364,323
Mathews & Co. Limited	97,587
McCahill, Dr John	225,389
McCarville, Don	61,698
McKesson	242,518
McKesson Canada	1,466,936
McNair Business Development	83,726
McQuay Service	73,999
MDS Nordion	82,816
Medex Canada Inc	243,587
Medical Mart	59,813
Medichair South Sask	114,372
Medi-Fax Canada Inc	224,890
Med-I-Pant	70,467
Meditek	361,248
Medtec Marketing Ltd	992,780
Medtronic	5,739,787
Melcor Developments Ltd	51,183
Merck Frosst Canada Ltd	315,220
Microage Computer Centres	536,698
Minister of Finance	3,607,263
Moore Corp	85,332
Nalco Canada Inc #C3124	86,761
Nestle Clinical Nutrition	80,125
Newton, Dr. M P	127,329
Nexinnovations	668,101
Ninan, Dr. Abraham	234,787
Novartis Ophthalmics	285,707
Novartis Pharmaceuticals Canada	309,302
Ogrady, Dr. M	169,274
Ollenberger, Dr. Glenn	546,072
Omni Facility Services Canada Corp	121,730
One-Stop Vacuum Centre	69,254
Oracle Corp. Canada Inc	228,012
Orange Properties Sask Ltd	762,516
Organon Canada Ltd	148,500
Ortho Clinical Diagnostics Inc	273,539
Orto-Ped	311,398
Ossur	63,021

Otto Bock Healthcare Canada Ltd	170,988
Oxoid Inc	119,173
Pacific And Western Bank Of Canada	96,632
PC Place	349,969
PCL - Maxam A Joint Venture	2,436,261
Pepler, Dr P	54,311
Percy H. Davis	72,360
Peridot Group Inc.	66,746
Petro Canada	215,360
Petryk, Dr Susan	127,065
Pharmacy Computer Services Inc	57,655
Philips Medical Systems Canada	2,904,222
Phonak Canada Ltd	64,902
Phonic Ear Ltd./Oticon	67,557
Pierre Pepler Medical Prof Corp	301,492
Pieter Muller Medical Prof Corp	257,077
Pilling Weck Canada L.P.	258,975
Pipestone Kin-Ability Centre Inc	59,779
PML Microbiologicals	119,798
Prairie Distributors (Central) Inc	116,512
Praxair Canada Inc	167,457
Primed Canada Inc	116,348
Provincial Health Services Authority	64,160
Provincial Medical Supply	569,036
PSD Services	59,529
Purolator Courier Ltd	66,327
Radiology Associates of Regina Medical PC Inc	9,717,142
Radiometer Canada	164,356
Reddi, Dr K	310,974
Regina & District Food Bank Inc	75,398
Registered Psychiatric Nurses Assoc. Sask	69,156
Reid, Dr WD	79,304
Revenue Canada	51,507
Ritenburg & Associates	79,462
Roche Diagnostics	264,560
Ross, Dr T	148,522
Royal Bank of Canada	75,365
Rudovich Medical Professional	302,877
Russell Food Equipment Ltd	63,465
Ruthnum, Dr. L.P.	158,759
Ryan Consulting Services Inc	159,646
SAHO	600,140
Sammons Preston Canada Inc	61,461
Sanofi Pasteur Limited	77,785
Saputo Foods Ltd	69,737
Sask Energy Incorporated	204,012
Sask Power Corporation	4,634,701
Sask Registered Nursing Assoc	757,795
Saskatchewan Abilities Council	65,903
Saskatchewan Workers Compensation Board	6,340,697
Saskatoon Health Region	209,174
Sasktel CMR	2,134,829
Schaan Healthcare Products	4,690,162
Schering Canada Inc	1,382,510
Second Chance	62,354
Sensible Security Solutions	88,019
Sexauer Ltd	63,687
Sharman, Dr. M.G.	98,416
Sharp Refrigeration Service	57,700
SIAST Wascana Institute	63,228
Siemens Hearing Instuments Ltd	491,556
Silzer, Kent	51,421
Site Management Services Inc	121,136
Skillsoft	73,830
Smith And Nephew Inc	420,613
Smiths Medical Canada Ltd	240,335
Soft Computer Consultants Inc	173,341
Softchoice Corp	293,280
Solo Consulting	98,393
Somagen Diagnostics	646,285
Sonora Medical Systems Inc	101,335
Sonin Group Canada Inc	238,301
Source Medical	4,626,061
St. Jude Medical Canada, Inc.	470,014
Stantec Architecture Ltd	581,629
Stantec Consulting Ltd	138,205
Starkey Labs - Canada Co	225,333
Stentor Inc	52,086
Steris Canada Ltd	369,203
Stone Hutchinson Architects Ltd	1,161,509
Stryker Bertec Medical Inc	932,445
Stryker Canada L.P.	720,093
Sunil V. Khaladkar Medical Prof Corp	85,082
Supreme Office Products Ltd	51,254
Swart, Dr M	333,138
Synthes (Canada) Ltd	643,320
Sysco	2,729,628
T.L. Penner Construction Ltd	84,855
Terblanche, Dr Marthinus WT	86,114
Tex Pro Western Limited	98,937
The Alport Family Trust	79,306
The Dispute Resolution Office	58,722
The Stevens Company	590,566
Theo Le Roux Medical Prof Corp	82,812
Toshiba Of Canada Limited	102,547
Trade West Equipment Ltd	60,512
Tricific Enterprises	232,935
Trudell Medical Supply	299,749
Tsang, Dr John	61,949
Tyco Healthcare Group Canada Inc	2,757,908
Umuthi Medical PC Inc	311,516
Unisource	317,157
University Health Network	213,856
University of Regina	133,042
University of Saskatchewan	87,712
Valleylab	85,310
Van Der Merwe, Dr A	300,957
Van Der Merwe, Dr H	265,979
Ventana Medical Systems	56,768
Vital Aire	318,022
Vitality Foodservice Canada Co	108,324
Vorster, Dr B	350,875
Vortec Mechanical Sales Inc	88,718
Vuksic, Dr. Stan	90,172
VWR International	218,055
W.L. Gore & Associates Canada Inc	119,011
Walters Industrial Mechanical	454,966
Westcor Builders (Sask) Inc	77,101
Widex	147,551
Wyeth Pharmaceuticals	284,690
Xerox Canada Inc	115,259
Yacoub, Dr MF	221,561
Zep Manufacturing Company	50,963
Zimmer	141,056

PERFORMANCE MANAGEMENT SUMMARY (INDICATOR TABLES)

In support of The Action Plan for Saskatchewan Health Care, Saskatchewan Health developed an accountability framework and accountability documents with each health region that define and clarify the performance relationship between the authorities and the province. In addition to articulating organizational and program expectations of the RHAs, the accountability documents also link these expectations with funding and with performance indicators-measures of progress towards, and achievement of, the expectations.

To demonstrate accountability and transparency to the public, these indicators are publicly reported through this summary table in each region's annual report. For further information on technical interpretations and definitions of the indicators below refer to the Performance Management document on the Saskatchewan Health website at www.health.gov.sk.ca

INDICATOR	RQHR VALUE	PROVINCIAL VALUE	RANGE	TARGET
ORGANIZATIONAL EFFECTIVENESS INDICATORS				
QUALITY				
Date of last CCHSA accreditation or when accreditation is scheduled *as of March 2006*	April 2005 – Planned April 2008 - Last	not applicable	not applicable	to be determined
Number of client contacts with the Regional Quality of Care Coordinator to raise a concern *2004/2005*	472	not applicable	not applicable	to be determined
Percentage of concerns raised with a Quality of Care Coordinator concluded within 30 days *2004/2005*	90%	83%	58% – 96%	to be determined
Percentage of critical incidents meeting timeframe for notification (3 days) *2005/2006*	96.2%	96.9%	94.2% – 100.0%	100% compliance
Percentage of critical incidents meeting submission timeframe for written report (60 days or 180 days) *2005/2006*	data currently not available	data currently not available	data currently not available	100% compliance

INDICATOR		RQHR VALUE	PROVINCIAL VALUE	RANGE	TARGET
ORGANIZATIONAL EFFECTIVENESS INDICATORS					
HEALTH HUMAN RESOURCES					
Number of sick leave hours per full time equivalent (FTE) by affiliation *2005/2006*	Provider Unions (CUPE, SEIU, SGEU)	91.34	90.60	79.59 – 116.42	____5
	HSAS	68.16	64.00	45.01 – 123.48	____5
	OOS/OTHER[1]	43.06	48.09	30.44 – 61.87	____5
	SUN	93.87	91.94	53.66 – 98.79	____5
	RWDSU[2]	106.28	not applicable	not applicable	not applicable
	All Affiliations	86.39	85.18	69.24 – 103.96	____5
Number of wage-driven premium hours (overtime and other premiums) per full time equivalent (FTE) by affiliation *2005/2006*	Provider Unions (CUPE, SEIU, SGEU)	46.47	32.83	15.22 – 80.89	____5
	HSAS	38.20	24.7	50.35 – 88.09	____5
	OOS/OTHER[1]	1.71	3.17	0.00 – 10.15	____5
	SUN	105.84	72.44	24.61 – 426.41	____5
	RWDSU[2]	23.26	not applicable	not applicable	not applicable
	All Affiliations	56.96	38.06	17.96 – 130.02	____5
Distribution of health system full time equivalents (FTEs) by affiliation *2005/2006*	Provider Unions (CUPE, SEIU, SGEU)	3,800.71			
	HSAS	569.38			
	OOS/OTHER[1]	513.33			
	SUN	1,661.80	not applicable	not applicable	not applicable
	RWDSU[2]	68.13			
	All Affiliations	6,613.85			
Number of lost-time WCB claims per 100 full time equivalents (FTEs) *2005/2006*		9.10	8.07	4.48 – 10.57	____5
Number of lost-time WCB days per 100 full time equivalents (FTEs) *2005/2006*		618.66	447.10	190.64 – 618.66	____5
Percentage of employees self-identifying as Aboriginal *2003/2004*[3]		3%	not applicable	not applicable	to be determined

INDICATOR		RQHR VALUE	PROVINCIAL VALUE	RANGE	TARGET
ORGANIZATIONAL EFFECTIVENESS INDICATORS					
HEALTH HUMAN RESOURCES					
Worked hours as a percentage of total hours by affiliation *2005/2006*	Provider Unions (CUPE, SEIU, SGEU)	79.1	79.3%	73.7% – 80.2%	____5
	HSAS	80.9	82.2%	76.4% – 84.4%	____5
	OOS/OTHER[1]	84.7	84.0%	80.9% – 87.1%	____5
	SUN	73.9	76.0%	63.7% – 78.7%	____5
	RWDSU[1]	77.5	not applicable	not applicable	not applicable
	All Affiliations	78.3	79.2%	73.2% – 80.4%	____5
FINANCIAL					
Working capital ratio (current ratio) *2005/2006*		.45	not applicable	0.36 – 2.02	to be determined
Number of days able to operate with working capital *2005/2006*		0	not applicable	(62.41) – 18.50	to be determined
Surplus/deficit *2005/2006*		$1,935,000	not applicable	($1,507,000) – $5,002,000	$0
Surplus/deficit as a percentage of actual operating expenditures 2005/2006		0.3%	not applicable	(1.2%) – 1.3%	0.0%
COMMUNICATIONS AND ISSUES MANAGEMENT					
Key activities undertaken by RHA to address public confidence reported *2005/2006* [yes/no indicator]	Q1	Yes	not applicable	not applicable	significant activity is expected annually, but need not be reflected quarterly
	Q2	Yes			
	Q3	Yes			
	Q4	Yes			

INDICATOR		RQHR VALUE	PROVINCIAL VALUE	RANGE	TARGET
PROGRAM SPECIFIC INDICATORS					
PROVINCE-WIDE SERVICES					
Number of exams as a percentage of agreed on target for specialized medical imaging services: magnetic resonance imaging (MRI) scans[1] *2005/2006*		81%	not applicable	not applicable	100%
Number of exams as a percentage of agreed on target for specialized medical imaging services: computed tomography (CT) scans[1] *2005/2006*		108%	not applicable	not applicable	100%
Average wait time for admission to Saskatchewan Hospital North Battleford (SHNB)[2] *2004/2005*		53 days	not applicable	not applicable	to be determined
Alcohol and drug inpatient treatment completion rate per 100 admissions – Calder Centre[3] *2004/2005*	Child / Youth	58.3	not applicable	not applicable	to be determined
	Adult	64.0			
Length of stay efficiency of inpatient rehabilitation programs – Wascana Rehabilitation Centre and Saskatoon City Hospital[4][5] *2004/2005*	Stroke	0.6	not applicable	not applicable	to be determined
	Brain Dysfunction	0.9			
	Spinal Cord Dysfunction	0.4			
	Orthopaedic Conditions	0.7			
	Neurological Conditions	0.9			
	Amputation of Limb	0.4			
	Major Multiple Trauma	0.9			
	Medically Complex	N/A			
	Debility	N/A			
	Cardiac	N/A			
	Pulmonary	N/A			
	Arthritis	N/A			
	Pain Syndrome	N/A			
	Other	0.8			
ACUTE CARE SERVICES					
Number of surgical cases[1] *2005/2006*		21,279	not applicable	not applicable	14
Percentage of surgical cases performed as day surgery[1] *2005/2006*		50.4	54.4%	39.0% – 66.6%	to be determined
Percentage of Priority Level II, IV and VI surgical cases completed within Saskatchewan's Target Time Frames[1] *2005/2006*	Priority Level II within 3 weeks	44.1	56.3%	44.1% – 97.5%	95%
	Priority Level IV within 3 months	46.4	65.1%	46.4% – 100.0%	80%
	Priority Level VI within 12 months	72.9	84.2%	72.9% – 100.0%	80%

INDICATOR		RQHR VALUE	PROVINCIAL VALUE	RANGE	TARGET
PROGRAM SPECIFIC INDICATORS					
INSTITUTIONAL SUPPORTIVE CARE SERVICES					
Average wait time between approval for placement and placement for institutional supportive care services *to be determined*		Data currently not available	Data currently not available	Data currently not available	to be determined
Case mix index for institutional supportive care facilities[11] as at the end of Q2 *2005/2006*		0.75	0.77	0.75 – 0.80	to be determined
Prevalence of pressure sores: percentage of institutional supportive care residents with pressure sores[11] as at the end of Q2 *2005/2006*		16.3%	22.2%	15.2% – 29.8%	to be determined
HOME-BASED SUPPORTIVE CARE SERVICES					
Average wait time between assessment and commencement of supportive home care services *to be determined*		Data currently not available	Data currently not available	Data currently not available	to be determined
POPULATION HEALTH SERVICES					
Percentage of eligible population receiving recommended immunization at second birthday[10] *July 1, 2004 to June 30, 2005*	Diphtheria	69.2%	72.9%	50.0% – 86.5%	to be determined
	Measles	66.7%	71.2%	50.0% – 83.9%	
Percentage of facilities in compliance with The Tobacco Control Act in the category that includes: billiard halls/bingo establishments/ bowling centres/casinos/restaurants/taverns *2005/2006*[12]		Data not currently available	Data not currently available	Data not currently available	90% compliance
Percentage of licensed or regulated facilities inspected each year (pursuant to The Public Health Act) *2004/2005*	FEE – Food Eating Establishment	75.88%	not applicable	16.91% – 100.77%	80% – 100%
	FPL – Food Processing (Licensed)	53.66%	not applicable	0.00% – 96.43%	
	LA – Licensed Accommodations	49.68%	not applicable	28.66% – 100.00%	
	SWT – Swimming Pools / Water Themes	68.97%	not applicable	12.00% – 100.00%	
	Public Water Supplies	70.86%	not applicable	21.23% – 99.28%	
Percentage of population (age 12 years and over) who are current (daily or occasional) smokers[13] *2003*[14]	Males	26.2%	24.6%	20.8% – 40.7%	to be determined
	Females	23.6%	23.1%	11.6% – 42.0%	to be determined
Influenza immunization rate per 100 population (age 65 years and over) *2004/2005*		72%	68%	57% – 75%	to be determined

INDICATOR		RQHR VALUE	PROVINCIAL VALUE	RANGE	TARGET
PROGRAM SPECIFIC INDICATORS					
COMMUNITY CARE SERVICES					
Alcohol and drug outpatient treatment completion rate per 100 admissions *2004/2005*		65.5%	54.5%	35.7% – 80.9%	to be determined
PRIMARY HEALTH SERVICES					
Percentage of RHA population with geographic proximity to primary health care teams *March 2006*		13.9%	26.6%	0.00% – 100.00%	25% of SK residents by 2006, 100% by 2011
Total number of new primary health care teams developed in the current year *2005/2006*[1]		not applicable	not applicable	not applicable	not applicable
Regional Operational/Budget Plan includes an updated Primary Health Care Plan that identifies the location of primary health care teams *March 2006* [yes/no indicator]		Yes	not applicable	not applicable	Yes
Regional Operational/Budget Plan includes an updated Primary Health Care Plan that includes an updated Diabetes Plan *March 2006* [yes/no indicator]		Yes	not applicable	not applicable	Yes
Regional Operational/Budget Plan includes an updated Primary Health Care Plan that outlines potential primary health care financial requirements *March 2006* [yes/no indicator]		Yes	not applicable	not applicable	Yes
RHA participated in 5-year evaluations of demonstration sites, as required *March 2006* [yes/no indicator]		Yes	Yes	not applicable	Yes
MENTAL HEALTH AND ADDICTION SERVICES					
Average length of stay of mental health inpatients compared to expected length of stay[1] *2004/2005*	Average Length of Stay	18.0	14.4	11.1 – 18.0	to be determined
	Average Expected Length of Stay	12.9	12.4	9.0 – 15.0	to be determined
Mental health inpatient readmission rate per 100 mental health inpatients[21] *2004/2005*		19.1%	21.6%	17.9% – 30.3%	to be determined
Alcohol and drug inpatient treatment completion rate per 100 admissions[22] *2004/2005*		66.2%	64.3%	56.8% – 72.3%	to be determined
Average wait time for admission to alcohol and drug inpatient services to be determined		Data currently not available	Data currently not available	Data currently not available	to be determined

INDICATOR		RQHR VALUE	PROVINCIAL VALUE	RANGE	TARGET
PROGRAM SPECIFIC INDICATORS					
PROGRAM SUPPORT SERVICES					
Expenditures in program support funding pool as a percentage of total RHA operating expenditures *2005/2006*		4.9%	not applicable	3.4% – 10.5%	12% for Mamawetan Churchill River & Keewatin Yatthé; 5% for all other RHAs
HEALTH STATUS AND OUTCOME INDICATORS					
Infant mortality rate per 1,000 live births[2] *2002-2004*		6.2	5.9	4.0 – 10.5	to be determined
Low birth weight rate per 100 live births[2] *2002-2004*		5.8	5.4	3.7 – 6.0	to be determined
High birth weight rate per 100 live births[2] *2002-2004*		15.4	15.7	12.9 – 31.1	to be determined
Potential years of life lost per 100,000 population (age 0 to 74 years)[19] *2001*	Circulatory Diseases	947.8	951.5	817.9 – 1,208.9	to be determined
	All Malignant Neoplasms	1,570.5	1,483.1	1,126.0 – 1,706.8	
	All Respiratory Diseases	219.7	222.9	63.5 – 376.5	
	Unintentional Injuries	845.3	1,028.0	636.4 – 2,781.8	
	Suicide and Self-Inflicted Injuries	395.8	412.1	315.1 – 628.5	
Disability-free life expectancy (at birth)[19] *1996*[4]	Males	66.4	66.6	61.8 – 69.2	to be determined
	Females	70.3	70.0	63.2 – 72.5	
Disability-free life expectancy (at age 65 years)[19] *1996*[4]	Males	11.1	11.2	8.7 – 12.1	to be determined
	Females	13.0	12.7	8.4 – 13.2	
Life expectancy (at birth)[19] *2001*[19]	Males	76.4	76.2	72.1 – 78.2	to be determined
	Females	81.9	81.8	76.1 – 82.8	
Life expectancy (at age 65 years)[19] *2001*[19]	Males	17.1	16.9	15.6 – 18.0	to be determined
	Females	21.0	20.9	17.2 – 21.8	

INDICATOR		RQHR VALUE	PROVINCIAL VALUE	RANGE	TARGET
HEALTH STATUS AND OUTCOME INDICATORS					
Self-rated health status: percentage of population (age 12 years and over) who report their health as very good or excellent[1] *2003*[2]		61.7	59.5%	47.6% – 63.7%	to be determined
Percentage of population (age 18 to 64 years) who are overweight or obese[1] *2003*[2]	Overweight (BMI 25.0-29.0)	38.2	35.8%	31.7% – 41.8%	to be determined
	Obese (BMI 30.0+)	16.4	20.5%	16.4% – 27.2%	
Percentage of population (age 12 years and over) who report physical activity participation levels of active/moderately active or inactive[1] *2003*[2]	Active/ moderately active	52.8	49.8%	41.7% – 56.1%	to be determined
	Inactive	44.7	47.8%	41.0% – 56.4%	
Number of visits to a physician for a mental health reason *2004/2005*	General Practitioners	97,487	344,693	125 -107,806	to be determined
	Psychiatrists	13,587	83,632	147 - 43,889	
Age-adjusted diabetes prevalence rate per 1,000 population[4] *2003/2004*		52.2	not applicable	46.1 – 91.3	to be determined
Injury hospitalization rate per 1,000 population (age 0 to 19 years) *2003/2004*	Males	11.3	11.1	8.4 – 28.7	to be determined
	Females	7.2	7.1	5.3 – 15.5	
Hospitalization rate due to falls per 1,000 population (age 65 years and over) *2003/2004*	Males	15.2	14.9	10.2 – 23.0	to be determined
	Females	26.5	25.4	0.0 – 38.3	

Notes:

Please refer to the document "Performance Management Accountability Indicators" for detailed information about all of the indicators presented in this summary.

1 The content of this indicator changed from the 2004/2005 summary (the date of (last or scheduled) CCHSA accreditation, instead of the accreditation status).

2 Data on critical incident written report submission will always lag by up to 6 months because of the timeframe in which reports may be submitted. Data is currently not available for the complete 2005/2006 fiscal year.

3 The OOS/OTHER category includes all non-unionized employees on the SAHO Payroll system, not just management personnel.

4 The RWDSU category is applicable to Regina Qu'Appelle only.

5 Benchmark development is still in progress for the health human resources indicators. In the interim, it is suggested that the provincial value or that of the best performer be used as the target.

6 The most recent data for the "Percentage of employees self-identifying as Aboriginal" indicator is from 2003/2004, and is not available for Sun Country, Five Hills, Prairie North or the province as a whole. These values were also reported in Saskatchewan Health's "2005-2006 Provincial Budget Performance Plan" and "2006-2007 Provincial Budget Performance Plan".

7 MRI indicator is applicable to Regina Qu'Appelle and Saskatoon only.

8 CT indicator is applicable to Five Hills, Cypress, Regina Qu'Appelle, Sunrise, Saskatoon, Prince Albert Parkland, and Prairie North only.

9 SHNB indicator is applicable to Prairie North only.

10 "Alcohol and drug inpatient treatment completion rate – Calder Centre" is applicable to Saskatoon only.

11 "Length of stay efficiency of inpatient rehabilitation programs" indicator is applicable to Regina Qu'Appelle (Wascana Rehabilitation Centre) and Saskatoon (Saskatoon City Hospital) only.

12 Wascana Rehabilitation Centre and Saskatoon City Hospital are not peer facilities, in terms of their inpatient rehabilitation programs. Therefore, their results should not be compared to each other.

13 Surgical indicators are not applicable to Mamawetan Churchill River and Keewatin Yatthé.

14 The 2005/2006 target volume of surgeries to be performed by each RHA was negotiated between that RHA and Saskatchewan Health.

15 Due to the small number of institutional supportive care residents in Mamawetan Churchill River and Keewatin Yatthé, the case mix index and pressure sores indicators are not applicable to these regions.

16 The Saskatchewan Immunization Management System (SIMS) does not capture on-reserve immunizations.

17 The reporting period for "Percentage of eligible population receiving recommended immunization at second birthday" changed from what was used for the 2004/2005 summary (July 1 to June 30, instead of calendar year).

18 Data on Tobacco Control Act compliance is currently not available due to system implementation issues.

19 Mamawetan Churchill River, Keewatin Yatthé and Athabasca Health Authority were grouped together as "Northern Health Regions" for this indicator.

20 The Canadian Community Health Survey (CCHS) is updated bi-annually, so results will be the same as those reported for 2004/2005.

21 Mental health inpatient indicators are not applicable to Heartland, Kelsey Trail, Mamawetan Churchill River, and Keewatin Yatthé.

22 "Alcohol and drug inpatient treatment completion rate" is applicable to Regina Qu'Appelle, Saskatoon, Prairie North, Mamawetan Churchill River, and Keewatin Yatthé only.

23 The calculation methodology for the "Infant mortality rate", "Low birth weight rate" and "High birth weight rate" indicators changed from what was used for the 2004/2005 summary. The time period also changed (three consecutive years, instead of five).

24 Statistics Canada is no longer calculating this measure (they replaced it with a similar measure, "Health Adjusted Life Expectancy (HALE)", but it is not available at the regional level). Therefore, results will be the same as those reported for 2004/2005.

25 Statistics Canada calculates this measure every 5 years, based on the latest census (2001). Therefore, results will be the same as those reported for 2004/2005.

26 Diabetes cases are now determined using the prescription drug database along with the hospital separations and physician services databases. Caution should be exercised if comparing results to those that were presented in the 2004/2005 summary.

APPENDIX A

RQHR Facilities in Square Feet

REGINA

LOCATION	SITE	GROSS SQ. FT.	LEASE/OWN
Victoria Ave.	Al Ritchie Health Action Centre	2,080	Lease
2110 Hamilton Street	Alcohol & Drug Services, I.T., Mental Health - Adult, Public Health Central	60,888	Lease
2024 Albert St.	Drug Treatment Court	5,500	Lease
1650 Sask. Drive Box 3930	Emergency Medical Services – Central	4,500	Own
5730 Rochdale Blvd. Box 3930	Emergency Medical Services – North	1,000	Own
3705 Hill Ave. Box 3930	Emergency Medical Services – South	2,800	Own
500 Arcola Ave.	Emergency Medical Services - Storage Building	2,992	Lease
400 Broad Street	First Nations and Metis Health office	2,820	Lease
3510 – 5th Ave.	Four Directions Community Health Centre	5,202	Lease
1048 Albert Street	Harm Reduction Program	1,962	Lease
2755 Avonhurst Dr.	HealthLine (Emergency Medical Services)	8,606	Lease
2755 Avonhurst Dr.	RQHR Warehouse	8,297	Lease
1920 Broad Street	Hearing Aid Plan	6,300	Lease
4211 Albert Street	Home Care / SWADD /	21,017	Lease
1692 Albert Street	Kinship Centre (Mental Health Services)	4,000	Lease
1001 Montreal Street	Laundry Services	40,000	Own
1680 Albert St.	Mental Health Services - Child & Youth	14,867	Lease
4101 Dewdney Avenue	Pasqua Hospital	597,578	Own
1911 Park Street	Public Health - East Office	5,570	Lease
204 Wascana Street	Public Health – North Office	7,246	Own
1440 – 14th Avenue	Regina General Hospital	1,028,489	Own
2180 – 23rd Avenue	Wascana Rehabilitation Centre	485,070	Own
22 Regina Facilities	**Total Gross Feet, Regina Facilities**	**2,316,784**	

RURAL

LOCATION	SITE	GROSS SQ. FT.	LEASE/OWN
100 South Elgin St., Balcarres	Balcarres Integrated Care Centre	2,080	Own
606 Main St., Broadview	Broadview/Whitewood Home Care	1,259	Own
Calgary St., Broadview	Broadview Centennial Lodge	18,998	Own
901 Nina St., Broadview	Broadview Union Hospital	17, 136	Own
Box 100, Cupar, SK	Cupar Health Centre	13,608	Own
356 Windover Ave., Moosomin	Eastern Sask. Pioneer Lodge	6,956	Own
433 Windover Ave., Moosomin	Eastern Sask. Pioneer Nursing Home	15,436	Own
Box 1790, Ft. Qu'Appelle	Echo Lodge	21,128	Own
916 Eden St., Indian Head	Golden Prairie Home	23,272	Own
721 Stella St., Grenfell	Grenfell Health Centre	119,020	Own
Regina Ave., Grenfell	Grenfell Housing Units (4 duplexes)	3,627	Own
802 Wolseley Ave., Box 970	Grenfell Regional Office	3,150	Own
300 Hospital St., Indian Head	Indian Head Union Hospital	20,775	Own
Ouimet St., Wolseley	Lakeside Nursing Home	49,245	SPMC Lease
Box 180, Imperial, SK	Long Lake Valley Integrated Facility	20,325	Own
237 – 2nd Ave. E., Montmartre	Montmartre Health Centre	20,032	Own
Windover and Broadway	Moosomin Housing Units (8 duplexes, 1 four-plex)	12,250	Own
Moosomin	Moosomin Public Health	1,642	Own
320 Gertie St., Moosomin	Moosomin Union Hospital	42,690	Own
710 Regina Ave., Grenfell	Pioneer Home	17,997	Own
Box 549, Raymore	Silver Heights Special Care Home	28,000	Own
280 Burns Ave., Box 519	Southey Health Action Centre	200	Lease
Box 280, Lestock	St. Joseph's Integrated Care Centre	14,338	Own
178 Boundary Ave N.,Box 1819	Touchwood/Qu'Appelle District Health Centre	8,400	Own
South Railway, Wapella	Wapella Clinic Building	803	Own
921 Gambetta St., Whitewood	Whitewood Community Health Centre	16,856	Own
Ouimet St., Wolseley	Wolseley Memorial Union Hospital	13,616	Own
27 Rural Facilities	**Total Gross Feet, Rural Facilities**	**526,302**	

AFFILIATES

LOCATION	SITE	GROSS SQ. FT.	LEASE/OWN
Fort Qu'Appelle	All Nations Healing Hospital	56,901	n/a
Box 310, Cupar	Cupar & District Nursing Home	19,371	n/a
4125 Rae St., Regina	Extendicare Elmview	18,500	n/a
4540 Rae St., Regina	Extendicare Parkside	56,259	n/a
260 Sunset Dr., Regina	Extendicare Sunset	40,000	n/a
Lumsden	Lumsden & District Heritage Home	20,000	n/a
1425 College Ave., Regina	Qu'Appelle House	info. not avail.	n/a
1925 - 5th Ave. N., Regina	Regina Lutheran Home	50,452	n/a
430 Pioneer Dr., Regina	Regina Pioneer Village	163,608	n/a
4215 Regina Ave., Regina	Santa Maria Senior Citizens Home	107,185	n/a
50 Angus Rd.	William Booth Special Care Home	46,632	n/a
11 Affiliated Facilities	**Total Gross Feet, Affiliates**	**578,908**